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TUESDAY FEBRUARY 9 1999

World Summit
The world's top leaders are meeting in Bonn to discuss the future of the world. The summit is the first since the end of the Cold War. It is expected to be a landmark event.

Holidays
Japan, Taiwan, Canada, etc.

FRIDAY 12

Impassioned vote
The US Senate has passed a bill to impeach President Clinton. The vote was 55-45.

Holiday
Taiwan

SATURDAY 13

Peace negotiations
The Columbian government and the FARC rebels have agreed to a ceasefire. The negotiations have been long and difficult.

Middle East tour
The Israeli Prime Minister is visiting the Middle East. He is expected to meet with the Palestinian leader.

FT Survey
The UK has a 0.1% rise in inflation. The survey shows that the economy is still weak.

Holiday
Taiwan

SUNDAY 14

Bringing the gulf
The Israeli Prime Minister is expected to return to the Middle East. He is expected to meet with the Palestinian leader.

Internet stocks
Most of the time I do not know what I am buying
Page 15

Ecology lobbying
Greens turn their guns on the financiers
Environment, Page 12

BMW
Perhaps size isn't everything
Peter Martin, Page 14

The Business of Travel
Millennium menu is simmering
Separate section

WORLD NEWS

France in plan for greater stability of exchange rates

France proposed a three-point system of "enhanced co-operation" within the Group of Seven leading industrial countries to promote greater exchange rate stability between the dollar, the euro and yen. Europe, Page 2

Deutsche in Holocaust meeting
Rolf Breuer, chairman of Deutsche Bank, met the US lawyers suing his bank on behalf of Holocaust victims for the first time as officials prepare for talks to settle Holocaust compensation claims. Europe, Page 2

Clinton prosecutors' final appeal
Republican prosecutors made a final appeal to the Senate to convict President Bill Clinton at his impeachment trial and throw him out of office. US, Page 10

Ministers dispute reform project
Europe's finance ministers expressed widespread differences as they began negotiating the Agenda 2000 project for reform of the European Union's finances and farm and regional policies. Europe, Page 2

Prospect of IMF loans for Turkey
The International Monetary Fund held out the promise of loans for Turkey in exchange for a more ambitious anti-inflation strategy. Europe, Page 3

New leaders for French union group
A younger, more pragmatic leadership has taken over the CGT, France's largest trade union confederation, with a commitment to cross-border bargaining in Europe. Europe, Page 3

Answer takes stand at trial
Anwar Ibrahim, the sacked deputy prime minister of Malaysia, finally took the stand to defend himself against charges of sexual misdeeds and related abuse of power. Asia-Pacific, Page 8

Gore launches drug strategy
US Vice-President Al Gore outlined plan to reduce the US's drug problem. US, Page 10

Nissan in probe over exports
Hitachi Electronics, the precision instruments maker, is being investigated on suspicion of illegally exporting to China instruments that could be used to produce nuclear weapons. Asia-Pacific, Page 9

Deceit to update Polish fighters
Deutsche Aerospace of Germany is to modernise 22 MiG-29 aircraft of the Polish air force, bringing them up to the standards of the Nato alliance. Trade, Page 4

Aid for poor nations at record low
The amount industrial countries spent on development aid for poor nations fell to a record low in 1997. International, Page 5

Chavez in overhaul of security force
Hugo Chavez, Venezuela's new president, launched an overhaul of the national security force in a move to tackle corruption. Latin America, Page 10

Novelist Dame Iris Murdoch dies
Novelist and philosopher Dame Iris Murdoch died in a nursing home in Oxford, central England, aged 79. She had been suffering from Alzheimer's disease.

BUSINESS NEWS

BMW shares rise on speculation of takeover moves

Shares in BMW rose sharply on speculation that the German carmaker could be the motor industry's next takeover target following the removal of Bernd Pischke as chairman. Stock closed up more than 8 per cent at 6726.48. Page 17

Monitors Securities, Japan's largest securities house, is imposing central control over operations in the US and Europe. Global bond trading, equity trading, investment banking and risk management will be controlled from Tokyo. Page 16, with Lex Observer, Page 18

Leading software, internet and telecoms companies including Microsoft, Motorola, Cisco Systems, British Telecommunications and Netscape unveiled deals underlining the move towards wireless data services. Page 17, Lex, Page 18

Schering, the German pharmaceuticals group, suffered a sharp drop in sales in Japan and south-east Asia last year, but said a good performance in Europe and the US had made up the difference. European companies, Page 20

Petrobras, Brazil's national oil company, has signed a joint-venture agreement with a group of international oil companies opening the country's largest oil producing region to foreign investment. Page 17; Brazil's hangover, Page 10

Commerzbank, Germany's fourth largest commercial bank, is to make greater than expected risk provisions for last year, indicating that the nation's banking sector may not yet have recovered from world market turmoil. Page 17

Fransat, the French nuclear construction and connectors company, has unveiled a re-organisation that may facilitate the exit of shareholders. European companies, Page 20

Volvo Trucks is considering a strategic link with a non-Japanese company, believed to be Michelin of France, after last week's alliance between Good-year and Sumitomo. Asia-Pacific companies, Page 21

Morgan Stanley Dean Witter, the US financial services company, is expected to acquire the Spanish securities house AB Assesores in a transaction thought to be worth \$300m-\$400m. European companies, Page 20

China has asked foreign aircraft manufacturers to postpone deliveries for two years from 2000 in a blow for Boeing and Airbus. Page 16; China halts crude sales to Japan, Page 8

Metalgesellschaft, the German group, announced plans to acquire Gea, a company specialising in advanced machinery. European companies, Page 20

WORLD MARKETS

STOCK MARKET INDICES	
New York: Dow Jones	8271.03 (+35.87)
NASDAQ Composite	2291.20 (+17.59)
Europe and Far East	
CAC40	4154.02 (+45.58)
DAX	2227.22 (+20.4)
FTSE 100	5594.9 (+7.21)
FTSE Europe 300	1187.21 (+14.95)
Nikkei	10,922.49 (+64.41)
US LENDING RATES	
Federal Funds	4.125%
9-month Treasury Bill	4.51%
Long Bond	5.95%
Yield	5.33%
OTHER RATES	
UK 3-month Interbank	5.1%
UK 10-year Gilt	5.12%
USA 3-month	5.1%
Germany 10-year Bund	4.57%
Japan 10-year JGB	4.1%
NORTH SEA OIL (avg)	12.15
Brent Dated	12.25

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Bar chart: Import price (2015, Price in local currency in 1000)	
Belgium	101.30
France	101.30
Germany	101.30
Italy	101.30
Japan	101.30
UK	101.30
USA	101.30
Canada	101.30
Australia	101.30
New Zealand	101.30
South Africa	101.30
India	101.30
China	101.30
South Korea	101.30
Taiwan	101.30
Hong Kong	101.30
Singapore	101.30
Malaysia	101.30
Thailand	101.30
Philippines	101.30
Indonesia	101.30
Brunei	101.30
Saudi Arabia	101.30
UAE	101.30

Bonn may rethink nationality plans

By Ralph Atkins and Frederick Siddons in Bonn

SPD says poll loss could mean it changes its citizenship proposals

Germany's Social Democrat-led government yesterday conceded it might have to rethink plans to overhaul the country's 86-year-old nationality laws after losing its majority in the country's second chamber of parliament.

Oskar Lafontaine, SPD chairman and finance minister, acknowledged that defeat in Sunday's state elections in Hesse, central Germany, had followed a strong campaign by the opposition Christian Democratic Union against SPD plans to allow dual nationality for many of the 7m foreigners living in Germany.

quencies from this," Mr Lafontaine said. Even the CDU's allies attacked the party strategy for inciting xenophobia, and Oskar Schreiner, SPD general secretary in Hesse, accused the Christian Democrats of running a racist campaign in the state. He conceded, however, that the opposition had picked up considerable support in core Social Democrat constituencies among the working classes and unemployed.

Sunday's poll changed the political landscape by throwing out the local SPD/Green party coalition in Hesse and depriving the two parties, which make up the national coalition, of their majority in the Bundestag, which represents federal states.

The party would use its Bundestag influence to stop "red-green arrogance" and was looking for tax reforms that included a significant net giveaway, perhaps worth as much as DM20bn (\$11.5bn) a year. Although the SPD increased its vote slightly, the Greens plunged four percentage points. The Green party leadership acknowledged that the Hesse outcome underscored a worrying longer-term threat to the party. It could no longer rely on picking up the youth vote, which the CDU successfully mobilised in Hesse.



Workers break back into Belgrade plant

By Guy Denmore in Belgrade

embassy in Belgrade. The US and the European Union had intended to lift the ban on investment in Serbia, which is part of federal Yugoslavia, if the warring parties in Kosovo reached agreement on the future of the Serbian province at the French talks.

Jordanian soldiers carry the coffin of King Hussein to the royal cemetery beside Amman, Jordan. The king died last week. Among the mourners were princes, presidents and prime ministers. Page 5 Reuters

Employees at a Belgrade pharmaceuticals company that was forcibly nationalised by the Serbian government at the weekend broke through police lines yesterday to get back into their workplace.

Many of them went on to sign a pledge of loyalty to ICG Pharmaceuticals, ICG Yugoslavia's former US-owned parent company.

Armed Serbian police stormed the ICG complex on Saturday, a day after the government declared unilaterally that it owned 65 per cent of the company. Amid fears from workers of "theft, thieves", Marija Krstic, deputy health minister, declared herself the new general manager and ordered the eviction of the previous management.

Diplomats said it was no coincidence that the government raided ICG Yugoslavia just as the Kosovo talks were starting last weekend, just outside Paris. They suggested that if President Slobodan Milosevic intended to make concessions to end the war against ethnic Albanian separatists, he would follow his usual pattern of consolidating power at home by cracking down on all dissent.

The government raid also appeared to be aimed at Milan Pantic, ICG Pharmaceuticals' chairman and founder. Mr Pantic is a Serb emigrant to the US who served as federal Yugoslav prime minister from 1992 to 1993 but then fell out with Mr Milosevic over the war in Bosnia. He ran unsuccessfully against Mr Milosevic in elections in 1998.

ICN's share price on the New York Stock Exchange fell \$3 on Friday to \$234 but recovered marginally in early trading yesterday to \$236.

Diplomats said the takeover of the company could result in the US prolonging sanctions against Belgrade.

"I'm sure there will be no US investment in Serbia in the light of this," said Greg Burton, a political officer at the US

embassy in Belgrade. The US and the European Union had intended to lift the ban on investment in Serbia, which is part of federal Yugoslavia, if the warring parties in Kosovo reached agreement on the future of the Serbian province at the French talks.

Japan is set to be top bonds issuer

By Edward Luce in London

Not global government bond issuance

The Japanese government bond market is set to overtake the US Treasury market to become the largest in the world as a result of its planned borrowing spree this year.

Japan will account for more than 90 per cent of net government bond issuance (new debt minus redemption of maturing bonds) among the leading 18 developed economies in 1999, according to J.P. Morgan, the investment bank.

The effects are likely to trigger a further sell-off in the Japanese bond market this year and a fall in western government bond yields, which are already hovering around historic lows.

annual budget surplus. At current exchange rates, the value of Japan's outstanding government bonds is expected to rise to almost \$2,500bn this year while the value of US Treasury bonds would fall to below \$2,000bn. The yield on the 10-year Japanese government bond, which has risen from an historic low of 0.7 per cent last year to almost 2.5 per cent in recent weeks, could therefore have much further to rise.

Japan plans to issue the equivalent of \$617bn in yen in 1999 - a net increase (minus redemptions of maturing bonds) of \$350bn in the Japanese government's debt.

The crucial difference this year is that the Japanese government is unlikely to buy large amounts of its own debt. This is because Japan's Trust Fund bureau is likely to sell a large proportion of its existing holdings over the next two years to meet an unusually high level of redemptions of its retail deposit accounts.

This contrasts starkly with the US government, which will reduce the outstanding value of Treasury bonds by \$120bn in 1999 because of its second consecutive

Bank of Japan under pressure, Page 6; Bonds, Page 26

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WORLD NEWS
EUROPE

France proposes forex stability plan

By Peter Norman in Brussels

France yesterday proposed a three-point system of "enhanced co-operation" within the Group of Seven leading industrial countries to promote greater exchange rate stability between the dollar, the euro and yen.

At a meeting of finance ministers from the euro 11 countries, Dominique Strauss-Kahn, French finance minister, said the plan would involve closer surveillance of exchange rates, especially the dollar-

euro rate. He also called for strengthened co-operation on macro-economic policies and the responses to shocks to the world economy within the framework of a global policy mix, and a "framework for monetary relations with emerging countries".

Arguing it was time "to take the next step" after the creation of the euro, Mr Strauss-Kahn said the G7, by adopting a "more preventive approach", could ensure a "satisfactory degree of exchange rate stability between the dollar, euro and

yen". Europe was now a "world macro-economic player on an equal footing to the US," the French minister said. "We must act together with the US and Japan to assert our rejection of any form of reciprocal benign neglect [of exchange rates] and to establish an enhanced co-operation system."

Under his proposal, the surveillance of exchange rates would be based on a periodic assessment of the levels and changes of exchange rates by the International Monetary Fund,

which would form its views with reference to economic fundamentals and cyclical developments in the economies concerned.

Although Mr Strauss-Kahn's plan avoided any reference to target zones for currencies, he said the G7 and IMF should assess its operation after a few years with a view to further measures. Looking ahead to this month's G7 meeting in Bonn, he said the plan would constitute immediate and tangible progress to establishing new rules for

the world economy.

Oskar Lafontaine, the German finance minister who chaired yesterday's euro 11 meeting, said not all members of the group had a chance to comment on the French scheme. Greater exchange rate stability would depend on economic convergence, he said. But Europe had "excellent experience" with economic co-operation.

In an example of European Union economic policy coordination, finance ministers from the 15 nations yesterday

gave qualified backing to Italy's programme for budgetary stability, which was criticised by the European Commission last week.

Meeting in the "Ecofin" council, they welcomed Italian commitments to take additional measures to meet its target deficit of 1 per cent of gross domestic product in 2001, if necessary. However, the ministers recommended a lower target to accelerate the reduction of Italy's debt in relation to GDP, and urged Rome to speed up its privatisation plans.

NEWS DIGEST

COMMISSIONERS SPEAK OUT

Prodi suffers setback in European Commission bid

Romano Prodi's hopes of succeeding to the presidency of the European Commission suffered a setback yesterday when leading Italian figures said the former prime minister had damaged his chances by launching a comeback in domestic politics.

Lamberto Dini, foreign minister, and Emma Bonino, ex of Italy's European Union commissioner, both said Prodi's chances had dimmed after his launch of a political party at the end of last week.

Mr Dini said that Mr Prodi had created a party "whiggish" to the other parties of the Italian centre-left, adding this "clearly reduces - if not cancels out - his chances of becoming president of the European Commission".

Ms Bonino said that Mr Prodi's candidacy for the post had "pretty much failed". She said that if an individual wanted a job of that kind, "it's better that they believe or operate in a different way".

Mr Prodi has made no secret that he would like to be considered to replace Jacques Santer as Commission president when Mr Santer's mandate expires at the end of this year. Mr Prodi says his aim is not incompatible with pursuing domestic ambitions and his creation of a new party, Democrats for the Olive Tree, James Birt, Rome

NATO NUCLEAR STRATEGY

US sees accord with Bonn

William Cohen, the US defence secretary, said yesterday that the US had ironed out differences with Germany's centre-left government over NATO's nuclear strategy.

Mr Cohen said he was sure after an annual security conference in Munich last weekend that Chancellor Gerhard Schröder's "red-green" coalition government wanted a full role in the North Atlantic alliance. "I left Munich with a great sense of optimism, not only about NATO but also Germany's role within NATO," Mr Cohen said after meeting Rudolf Scharping, the German defence minister, in Bonn.

Relations were strained last autumn after the Greens, the minority partner in Mr Schröder's government, questioned whether NATO should still rely on the first use of nuclear weapons.

Mr Schröder said in Munich he would continue to push the idea of "no first use" ahead of NATO's 50th anniversary summit in April. But Mr Scharping conceded this had little chance of becoming NATO policy. Reuters, Bonn

POLISH AGRICULTURE

Farmers sign deal on prices

Polish farmers' protests appeared to be petering out yesterday after leaders of two of the country's three farming organisations signed an agreement with the government, guaranteeing higher pork prices and immunity for farmers who have been blocking roads for the past two weeks.

Andrzej Lepper, the leader of the third group, the militant Self Defence farmers union, refused to accept the deal, which adds 20 per cent to the present pork price of 2.80 zlotys (70 cents) per kilo.

"This agreement has been acknowledged by us, but not signed by us. It is good only for the waste paper basket," he said. "It does not fulfil a single condition we put forward."

The government has also said it would act to increase dairy prices. Mr Lepper called on his supporters to put up new road blocks but the appeal was heeded in no more than a dozen places. Christopher Bobinski, Warsaw

EUROPEAN PARLIAMENT

Soares may seek presidency

Mário Soares, Portugal's leading elder statesman, is expected to become a candidate for the presidency of the European Parliament after agreeing to stand as the main candidate for his country's Socialist party in the European election in June.

Mr Soares, 74, a former prime minister and president of Portugal from 1985 to 1995, is a committed federalist who believes in a "United States of Europe". He said he had accepted the invitation of António Guterres, Portugal's Socialist prime minister, to stand in the election to defend "the need to build a political and social Europe to complete the economic and monetary union that already exists".

Mr Soares is seen as a strong contender for the presidency of the European Parliament if the election is won by Socialist and Social Democrat parties. Peter Wise, Lisbon

SPANISH UNEMPLOYMENT

Jobless rate falls

Spain's official unemployment rate, still the highest in the European Union, fell to 18.2 per cent in the final quarter of last year compared with 20.3 per cent a year earlier, according to the national statistics institute.

The total number of jobless fell by almost 330,000 over the year and 72,000 from the previous quarter to 2,966,000 - the first time for six years the figure had dropped below the 3m mark. Cristóbal Montoro, state secretary for the economy in the centre-right government, described it as "the best year for job creation in the history of Spanish democracy". The figures showed a net increase of around 430,000 jobs during the year. David White, Madrid

Deutsche chief in Holocaust meeting

By Richard Wolfe in Washington and John Authers in New York

Rolf Breuer, chairman of Deutsche Bank, met the US lawyers suing his bank on behalf of Holocaust victims for the first time yesterday as US and German officials prepare for talks to settle Holocaust compensation claims.

All sides seemed optimistic that a settlement could be reached. But lawyers representing Holocaust survivors made it clear they were seeking more than \$1bn from Deutsche Bank alone, and far more from the other German banks and industrial companies for their role in the Nazi seizure of Jewish assets and the use of forced labour in concentration camps.

Diplomatic officials close to the talks described yesterday's meetings at the State Department in Washington as an exercise in "trust-building". They said the discussions were at a "very preliminary" stage.

Threats to block Deutsche's proposed acquisition of Bankers Trust, planned to be completed by the end of June, mean the class actions must be resolved quickly. The bank also faces threats of boycotts in the US.

German bankers seem keen to reach a settlement through governmental talks rather than litigation.

Officials from both governments discussed details of a German compensation fund, which would be supervised by the government and receive contributions from industrial groups.

Other sources close to the negotiations said Mr Breuer's presence was a signal that Deutsche Bank had decided to attempt to broker its own deal to settle the class actions against them rather than rely on being part of the umbrella fund.

Edward Fagan, who leads one of the two groups of lawyers representing plaintiffs, said Deutsche would be foolish to make an opening offer of as little as \$1bn. He expects a final settlement to be "a multiple of billions".

He said the effective deadline was the end of March.

Bodo Hombach, the German chancellor's minister, has told Stuart Eizenstat, US under-secretary of state, that the German government is keen to work through a single settlement channel rather than a lengthy and fragmented legal process.

A spokesman for Mr Hombach said the government wanted to protect German businesses from "unjustified attacks and claims, some of which even aim at destroying whole companies".

Details of EU reforms in dispute

By Peter Norman

Europe's economics and finance ministers yesterday got to grips with the details of negotiating the ambitious Agenda 2000 project for reform of the European Union's finances, farm and regional policies and immediately ran into difficulties.

The German EU presidency's hopes that an "in depth discussion on the financial aspects" of the negotiation yesterday would mark a clear step forward towards a solution at the special EU summit in Berlin at the end of March were frustrated. The talks

revealed widespread differences over how to define and achieve the Agenda 2000 goals.

Ministers emerged from the meeting with widely different assessments of progress reflecting their own national interests. Gordon Brown, the UK chancellor, insisted there was growing support for "stabilisation", or freezing of the EU budget in real terms at around €65bn (\$98bn) for the period between 2000 and 2006, as a way of reforming the EU's finances. Such stabilisation, in the UK view, would obviate any need to change its rebate negotiated in the 1980s. But, according to

Oskar Lafontaine, the German finance minister, who chaired the meeting, "most delegations favoured modifying the UK budget rebate".

Wolfgang Röttgen, the Austrian junior finance minister, predicted the negotiations were more likely to end with a compromise falling short of a real spending freeze.

That would mean net contributors, such as Austria, the Netherlands, Sweden and Germany, should benefit from a generalised corrective mechanism similar to the UK rebate, he said.

French delegates,

meanwhile, lamented the absence of any substantial progress on details at yesterday's talks and accused Mr Lafontaine of "wishful thinking" when he delivered a positive appraisal of the meeting's achievements at the end of the ministers' discussions.

"Each minister defended his own position," noted Dominique Strauss-Kahn, the French finance minister.

Agreement on the Agenda in March "would need a small miracle," said Gerrit Zalm, the Dutch finance minister. But miracles could not be ruled out. "The Dutch always score in the last minute when they play

soccer," he joked.

Yesterday's discussions in the "Ecofin" council focused on the EU's two biggest budgetary items: agriculture and the structural funds for Europe's poorer regions. Germany sought support for a yearly ceiling on agricultural spending based on the planned 1999 level of €40.5bn. Debate on the future allocation to the structural funds centred on €200bn to €340bn for the entire period from 2000 to 2006. The discussion on agriculture exposed differences on spending and costs of reform of the common agricultural policy.

Bonn's coalition shies as balloon bursts

The CDU's success in the Hesse state poll has started the SPD and Greens, writes Ralph Atkins

Gerhard Schröder, Germany's chancellor, flew home yesterday from King Hussein's funeral in Jordan to a changed political landscape.

Barely 100 days after taking power in Bonn at the head of a centre-left coalition, Mr Schröder has suffered a sharp defeat in the important regional poll. The surprise defeat on Sunday night for his Social Democratic party (SPD) and its Green party allies in state elections in Hesse, central Germany, will have repercussions across the federal republic.

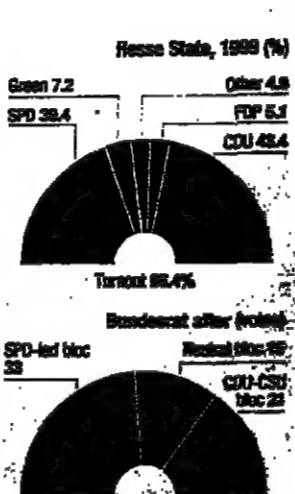
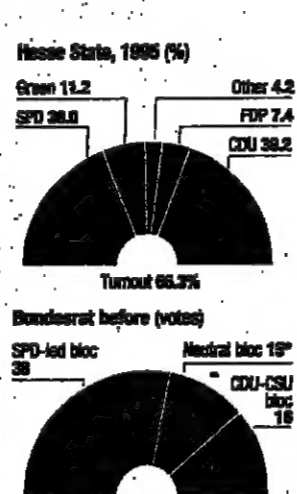
First, Mr Schröder's administration no longer commands a majority in the Bundestag, the upper house of parliament representing the 16 Länder, or federal states. To push through legislation, it will have to work more closely with the opposition Christian Democratic Union, the party it defeated in last September's federal election. The government's ability to project a clear profile, already affected by arguments and policy confusions, has been blurred further.

The first candidate for compromise is likely to be its planned citizenship bill, which would have allowed dual nationality for many of the 7m foreigners living in Germany. The CDU mobi-

Germany: changing faces



Oskar Lafontaine, SPD chairman



Roland Koch, CDU state premier-elect

lised its supporters in Hesse by focusing on opposing the measure and saw its vote increased by more than 4 percentage points.

But other important legislation could be affected, including tax reforms planned by Oskar Lafontaine, finance minister (although measures already in the pipeline can perhaps be pushed through before the new CDU-led government in Hesse is formed). Legislation paving the way for shutting Germany's 19 atomic power stations - an issue fundamental to the Greens - may also have to fight its way through the Bundestag.

Second, tensions within Mr Schröder's coalition have sharpened. The Green leadership's reaction to the party's heavy loss on Sunday was one of agitation; Gunda Röstel, party spokesman, said the Greens required a "broader profile" across a range of policies. But the SPD, which increased its vote in Hesse slightly, was also holding its head high. Othmar Schreiner, SPD general secretary, insisted "classic SPD themes" had to play a greater role in future.

The sense of bitterness was all the greater because the defeat on Sunday was unexpected. There was a confidence in the SPD and Green camps that the opposi-

tion was alienating voters with its signature campaign, spearheaded by the Hesse CDU, against dual nationality. In spite of the blunders by the Bonn government in its first 100 days in office, opinion polls pointed to a vindication for "red-green" politics in Hesse; nationally the SPD had picked up a percentage point or two since September.

Now Roland Koch, the boyish 40-year-old CDU candidate for the Hesse premiership, has pricked what he described as a "red-green arrogance" with a provocative campaign symbolising a lurch to the right by the CDU (encouraged by Edmund Stoiber, the leader of the Christian Social Union, the CDU's Bavarian sister party). Mr Koch breathed life into an opposition recovering from a post-election depression. In Hesse, the CDU's first-time voters in Bonn turned to the CDU. The SPD will look with a nervous eye at the six state elections still left this year, as well as June's European elections.

How dangerous is Mr Schröder's predicament? There is a slight sense of déjà vu. In the last years of government under chancellor Helmut Kohl, the CDU was repeatedly frustrated by SPD blocking tactics in the Bundestag - led by Mr

Lafontaine, then prime minister of Saarland as well as SPD chairman. Most dramatically, reform of Germany's complex tax system was repeatedly shelved. At that time, it was the SPD that eschewed a traditional consensus approach; now perhaps an emboldened, right-wing CDU will take a similar line.

But Mr Schröder's position today is still stronger than Mr Kohl's was. For a start, the CDU does not have a majority in the Bundestag either - the balance is held by "neutral" states ruled by the CDU and SPD jointly. On a personal level, the chancellor's standing is relatively unaffected by the Hesse poll. The issues on which Hesse was lost - dual nationality and the publicity fall-out from arguments over nuclear power - were not central to his philosophy.

It might be argued that Mr Lafontaine has been his worst enemy for the years ahead. The danger is of muddling on.

In addition, Mr Schröder still needs the radical-minded Greens for a majority in the Bundestag, the lower house of parliament. But the Greens are smarting from Hesse. For them it would be better to remain in office, even if the partnership is one of mutual distrust, than to withdraw in the wilderness.

For Mr Schröder, the new *Realpolitik* is not without advantages. The chancellor is less comfortable than colleagues in coalition with the Greens. Before election he correctly foresaw problems would be not on foreign but domestic issues. By instinct, he seeks pragmatic compromises, a rebuilding of traditional post-war German social consensus around a "new political centre".

With the evidence from Hesse as ammunition, Mr Schröder could argue to his coalition that it can ill afford to alienate possible supporters in the future. On economic policy, a framework is already there; the centrepiece of Mr Schröder's campaign last autumn was his "alliance for jobs", bringing together unions, the state and employers.

Such a consensus-oriented strategy would not be without risks. The "alliance for jobs" is about details of policy; there is no overriding concept to define a government agenda for the years ahead. The danger is of muddling on.

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INTEREST RATES DESPITE PRESSURE FOR CUTS, THE ECB TAKES TIME TO STUDY TRENDS

Bank weighs all the odds



ECB watch

By Wolfgang Münchau in Frankfurt

Inflation is heading towards zero. The unemployment rate is still close to 11 per cent. Business confidence is sagging and the manufacturing sector is contracting. So why does the European Central Bank not cut interest rates?

The ECB has announced on several occasions that the short-term benchmark rate will remain at 3 per cent "for the foreseeable future" - a time frame it does not specify. Most ECB watchers still

expect a rate cut in the first half of this year. The first realistic date to watch out for is March 4, when the ECB is scheduled to hold its next news conference.

In his news conference last week, Wim Duisenberg, ECB president, talked about conflicting economic signals, such as the gap between consumer confidence, running at an all-time high, and business confidence, which is extremely depressed. The ECB is also intrigued about growing levels of credit to the private sector.

There are signs that some of the negative trends, especially the fall in business confidence, may have bottomed out in January. Mr Duisenberg said the ECB needed to conduct "further

thorough analysis and very close monitoring of underlying trends" before it decided whether to cut interest rates.

But the question of whether to cut rates or to leave them is not a make-or-buy issue for the euro-zone economy, since monetary conditions are by no means overly tight. Real short-term interest rates - actual rates adjusted by expectations of future inflation - are running at 2.3 per cent, according to the ECB, while real long-term rates are 3 per cent. The question is not whether these rates are fundamentally wrong, but whether they need some fine-tuning.

The best argument for a rate cut is the fall in the

headline rate of the harmonised index of consumer prices, which increased at an annual rate of only 0.8 per cent in December (after 0.9 per cent in November). The extreme low level of inflation is largely because of falling energy prices. Core inflation, excluding energy and food, is 1.5 per cent, while service sector inflation remains steady at about 2 per cent.

The ECB also appears concerned about the wage round in the German engineering sector, which could set a trend for other European industries. Mr Duisenberg has warned against a rise in cyclically adjusted budget deficits, which is likely to happen in several European countries this year.

Economic indicators for euro-11 countries

	Dec 1998	Nov 1998	Oct 98	Sep 98	Aug 98	Jul 98	Jun 98	May 98	Apr 98	Mar 98	Feb 98	Jan 98
Inflation (annual % change)	0.8	0.9	1.0	1.0	1.2	1.4	1.6	1.8	2.0	2.2	2.4	2.6
Unemployment (%)	10.8	10.8	10.8	10.9	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Trade (€ bn)												
Exports	n/a	n/a	68.7	68.8	68.1	72.4	70.8	68.7				
Imports	n/a	n/a	61.1	60.5	60.5	68.9	67.4	64.2				
Trade balance	n/a	n/a	7.5	8.2	7.5	13.5	3.4	24.5				
Current account (€ bn)	Q3 1998	Q2 98	Q1 98	Q4 97	Q3 97							
Current account balance	21.8	25.0	12.4	28.6	28.0							
As % of GDP	1.5	1.7	0.9	2.0	1.5							
Industrial production (%)	Sep-Nov	Aug-Oct	Jul-Sep	Jun-Jul	May-Jun	Apr-May	Mar-Apr	Feb-Mar	Jan-Feb	Dec 1997	Nov 1997	Oct 1997
(% over previous 3 mo)	0.3	0.3	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
GDP growth (%)	Q3 1998	Q2 98	Q1 98	Q4 97	Q3 97							
Over same quarter last year	2.3	2.3	2.3	2.1	2.1							
Money supply	Dec 1998	Nov 1998	Oct 98	Sep 98	Aug 98	Jul 98	Jun 98	May 98	Apr 98	Mar 98	Feb 98	Jan 98
M3 Annual growth rate (%)	4.5	4.7	5.0	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5

But even the hardliners on the board of the ECB will ultimately find it difficult to argue that the balance of risks in the euro-zone economy would be on the side of higher inflation rather than lower growth, if current trends were to continue.

Meanwhile, the political pressure for cuts in interest rates will become more intense. The German government appears increasingly concerned about domestic growth this year and is already stepping up pressure on the ECB to cut rates.

On balance, a rate cut of between 0.25 and 0.5 percentage points in the first half of this year still remains the most likely scenario.

Access fee irks

France takes

Turkey bite the on infla

Ukraine b in fear of

Access fee irks German phone groups

By Frederick Shidemann
in Bonn

German private sector telecommunications operators protested yesterday after industry regulators set a relatively high access fee for companies using local networks owned by Deutsche Telekom, the former monopolist.

Rivals to Deutsche Telekom said the regulator's decision to allow the partially privatised company to charge DM25.40 (€12.14/\$14.60) per month for local access would stifle competition in one of the last quasi-monopolies in the market, which was liberalised last year.

Competitors, who have successfully hacked away at Deutsche Telekom's share of the long-distance call market, had pressed for a monthly charge of between DM15 and DM20 for access to the "last mile" of the network leading into customers' homes. Deutsche Telekom most recently demanded a monthly fee of DM37.50.

Alongside the monthly charge, which will run until the end of March 2001, Deutsche Telekom can charge an additional one-off fee for a telephone connection. The additional fees range from DM19.54 to DM37.17.

Yesterday's decision was interpreted by analysts as

benefiting Deutsche Telekom. Werner Müller, the economics minister who oversees the regulatory authority, had backed Deutsche Telekom's campaign for higher interconnection fees. Deutsche Telekom has consistently complained that low interconnection rates for long-distance calls have meant effectively subsidising competitors, who pay a relatively small charge of 2.7 pfennigs per minute to use its networks and then grab market share through undercutting. The company, which is estimated to have lost as much as 30 per cent of the long distance market, is seeking to challenge the long

distance interconnection charge in the courts. The regulatory authority is thought to have become more sympathetic to such considerations. Arne Börnsen, vice-president, also played down the consequences of higher local access charges. He said he did not expect competition in the local market to be as focused on price as in the long-distance segment, where a price war has driven costs down by some 70 per cent. He said the decision would spur market entrants to invest in infrastructure and compete on the range and quality of services.

But Harald Stöber, chair-

man of Mannesmann Arcor, a joint venture between industrial group Mannesmann and Deutsche Bahn, the federal rail company, said the decision would "protect" Deutsche Telekom's monopoly position in the local network. He said his company would explore the possibility of challenging the decision in the courts. James Golob, telecoms analyst at Deutsche Morgan Grenfell in London, said the regulator had created an additional problem by setting a local access wholesale price to competitors which is 16 per cent higher than Deutsche Telekom's monthly line rental charge of DM21.58.

KOSOVO SERBS AND ALBANIANS IN SPOILING TACTICS

Cook, Vedrine seek to keep talks going

By David Buchan in Rambouillet
and Guy Dinmore in Belgrade

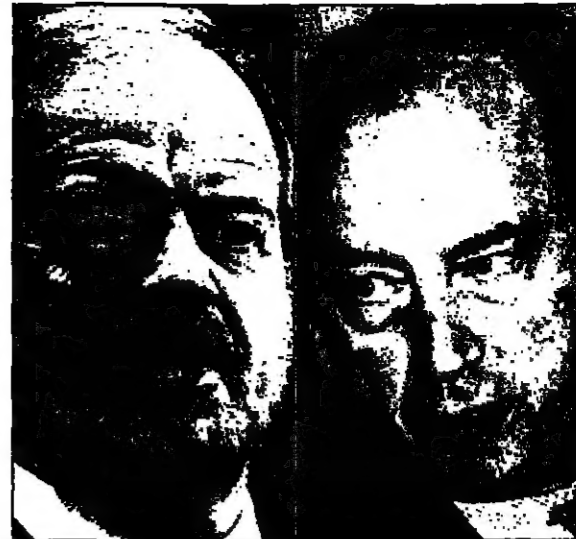
The French and British foreign ministers will today intervene in the Kosovo peace talks in an attempt to end efforts by both the Serb and Albanian sides to derail the negotiations.

Hubert Vedrine, the French foreign secretary, yesterday travelled back to the talks, in the chateau of Rambouillet, and today will be joined by Robin Cook, his UK counterpart.

The two ministers will seek to step up the drive for a fully fledged peace settlement in the Serbian province within the next 10 days. Mr Vedrine said the negotiations were proving tough. "I cannot be optimistic because it's very complicated and there are no easy issues in these discussions," he said. Officially, the foreign ministers' intervention in the talks, which only started three days ago, is aimed at "lending weight to the negotiating effort and to monitor progress so far".

Privately, officials are dismayed at early spilling tactics by both sides. The Albanian representatives are pushing the idea of a formal ceasefire in Kosovo if it is backed by Nato peacekeeping troops. Their prime interest appears to be to get Nato troops into Kosovo, a goal for which they would use the minimal achievement of a ceasefire as a pretext.

But Nato ministers and commanders believe that a



Robin Cook, left, and Hubert Vedrine: intervention in Kosovo talks

ceasefire without an accompanying deal on Kosovo autonomy would not hold. They say they would not send their troops into a renewed conflict.

The 13-strong Kosovo Albanian team has also named Hasim Thaci, a leader of the separatist Kosovo Liberation Army (KLA), as their chief negotiator - a move that bodes ill for the more moderate members of the delegation.

RTS, Serbia's state-run television, said the Serbian delegation had proposed that the two parties first sign an agreement accepting 10 basic principles set out by the mediators, the most important being the "sovereignty and territorial integrity of Serbia and Yugoslavia". This position undermines the US-

proposed peace plan that makes no reference to Kosovo remaining part of the republic of Serbia. In Madrid, Javier Solana, Nato secretary-general, was more upbeat, saying the latest information from the talks "could not be qualified as bad".

He said international pressure for an agreement would continue "with maximum intensity". William Cohen, US defence secretary, reiterated in Bonn that the US would not commit troops to a Kosovo peacekeeping force unless there was a real agreement. "None of us would contemplate what we call a non-permissive environment, namely we would be there to keep peace, not to make peace."

Italians sock it to world's hosiery makers

By Peter Marsh in Brescia

Along with the normal executive trinkets in the opulent office of 57-year-old Francesco Lonati, one of Italy's most powerful industrialists, sits a pile of socks - not pairs of socks but odd ones of different styles and colours.

This is not so mysterious as it sounds since a large part of the time of Mr Lonati, founder and chairman of the Lonati steel-to-electronics business empire, is taken up in designing new types of sock making machines - a field in which the family-controlled Lonati company has 75 per cent of the world market.

Interviewed this week in the company's headquarters in Brescia, northern Italy, Mr Lonati had good reason to be smiling. His company has just finished extensive, top secret trials of a machine that performs the equivalent in sock-making to breaking the sound barriers in aerospace - producing socks in high volumes in a single operation, rather than requiring a separate step to stitch up the toes.

"The new machine will revolutionise sock-making," said Ettore Lonati, vice-president of the group and one of the elder Mr Lonati's three sons who help him to run the company which last year had revenues of £1,800bn (about \$1bn) - about a third of which comes from textile production machines. As well as interests in sock production systems, the group makes spinning machines and also controls roughly 80 per cent of the market in machines for making women's tights.

Under the watchful eye of the elder Mr Lonati, a team of technicians at the company started work five years ago on the world's first "closed toe" sock making machines - systems which have defied the best brains in the industry since mechanised sock production started 150 years ago.

In a project which has cost \$3m, the team has used a mixture of mechanical and electronic principles to put together a complete sock in one operation including the vital stitching of the toe. This offers considerable savings to the world's sock manufacturers which normally require a separate set of machines for this job and extra labour.

The world market in sock-making machines is estimated at \$150m a year, while textile makers around the world turn out every year 70m pairs of socks worth \$10bn at retail prices.

So far, Lonati has sold 200 of its new machines at about \$27,000 each to customers around the world and it expects orders for another 2,000 by the end of this year.

Although the machines, which can turn out up to 800 individual socks a day are roughly 30 per cent dearer than previous generations of equipment, they should prove worthwhile to customers because of the efficiency savings, according to Ettore Lonati - one of 13 family members who help to manage the company.

But the biggest pleasure in the new machines this week was being displayed by the patriarch of the industry, Francesco Lonati, who set up his business in 1945 as a penniless mechanic and says he has no thought of retiring.

"My father says running the business keeps his mind young," says Ettore.

France's largest union group takes on a younger image

By Robert Graham in Paris

A younger, more pragmatic leadership has taken over the CGT, France's largest trade union confederation, with a commitment to cross-border bargaining in Europe.

The confederation's new leader, Bernard Thibault, 40, was elected at the end of the CGT's 40th congress, staged last week in Strasbourg, when he also pledged to work for greater unity within France's fractured trade union movement.

The shift in stance by the CGT was cautiously welcomed by the Medef, the employers' federation, which has long viewed the confederation as the most confrontational of trade

unions in France. The CGT's ideological position has remained closely wedded to the Communist party, and it has seemed increasingly out of step with the altered employment patterns and pay bargaining that have followed wider changes in France and the global economy.

Membership has fallen to 645,000 from over 2m in the early seventies. Of these members, almost 150,000 are retired workers. The union continues to draw its bargaining power from its stronghold in the public sector.

The main challenge has come from the more moderate CFDT, which has successfully recruited new members in the expanding

service sector and been unsuccessful in striking deals with management. The CFDT, headed by Nicole Notat, now accounts for 35 per cent of union membership against the CGT's 38 per cent. Force Ouvrière, the other main group, hovers around 20 per cent.

Mr Thibault came to prominence in 1995, when he played a leading role in a successful strike against the then conservative government's plans to restructure the rail sector.

He has insisted on a big rejuvenation of the union's executive, with more women present.

The direct links with the Communist party have also been cut even though the party and the union remain

ideological partners. The commitment to pragmatism by Mr Thibault also reflects moderation shown by Robert Hue, the Communist leader, who has four ministers in France's socialist-led government and has played down his opposition to European economic integration - which was previously attacked as being a capitalist enterprise.

But the CGT, like the Communist party, is divided, with an important minority hostile to abandoning the struggle against capitalism. As a signal of his desire to forge greater unity Mr Thibault met Ms Notat at the Congress. She had once been criticised by the CGT for refusing to back the 1995 rail strike.

Turkey urged to bite the bullet on inflation

By Leyla Souleim in Ankara

The International Monetary Fund yesterday held out the promise of loans for Turkey in exchange for a more ambitious anti-inflation strategy once elections scheduled for April 18 are out of the way.

Calling for "early action" to tackle high real domestic interest rates which were "damaging the real economy", the Fund said it looked forward to designing a "more ambitious and comprehensive disinflation strategy" with the Turkish authorities, which would be implemented after the elections.

But it suggested the best caretaker administration of Bulent Ecevit, the prime minister, could do in the meantime was to safeguard gains made under an existing IMF-monitored programme, which carries no financial support. Turkish officials have made clear that they would welcome IMF loans to help them convert expensive domestic debt into cheaper longer-term loans denominated in foreign currencies.

A statement issued at the conclusion of a two-week IMF staff visit to Turkey said the country had successfully weathered the shocks of last year's emerging markets crises and had made impressive progress in reducing chronically high inflation. Year on year con-

sumer price inflation last month slowed to about 56 per cent from 102 per cent. It said the stabilisation of reserves at a comfortable level, together with a strong current account position, provided "reassurance that the external position will remain viable in the period ahead".

The statement provided a shot in the arm for Turkish efforts to boost the confidence of the international financial community at a time when the country is wrestling with an economic slowdown exacerbated by a squeeze on cheap foreign loans.

The IMF reported that GNP growth slowed to 3.3 per cent last year down from 7 per cent in 1997. But the Fund also criticised Turkey's failure to sustain structural reforms required to address the root causes of high inflation into the second half of 1998.

Changes which Turkey had failed to deliver under the IMF-monitored programme included a "quantum jump in privatisation" which generated only \$12m as opposed to \$22m envisaged for last year.

Sell-offs ground to a halt under the combined weight of legal obstacles and the corruption scandal which brought down the reformist administration of Mesut Yilmaz, the former prime minister.

Ukraine banks in fear of a run

By Charles Clover in Kiev

Ukrainian domestic banks yesterday warned that a plan by their finance ministry to reschedule 200m hryvnia (\$10m) of maturing treasury bills could cause a run on the country's banks.

"The conversion order was approved without consulting the banks, without taking into account their liquidity level, and it threatens to cause panic in the financial market," said the Association of Ukrainian Banks yesterday.

The finance ministry had told banks last week that it would redeem government treasury bills maturing in February in several instalments between May and September of this year. The ministry said bank representatives "had offered no objections except several technical ones".

Treasury bills make up virtually all of the short-term liquid assets of the Ukrainian banking system. Last August, Russia's decision to delay payment on all maturing treasury bills sparked a run on the country's banks. Ukraine's decision until now to make reschedulings "voluntary" is credited as the reason behind the continued solvency of the country's banking system and the relatively mild fall of the hryvnia compared with the weakness of the Russian rouble since August.

Ukraine's current financial crunch is partially the result of its failure to meet the conditions of a \$2.2bn, 5-year loan from the International Monetary Fund, currently the only source of foreign credit to the country. Since November, three monthly tranches of the loan have been frozen.



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WORLD TRADE

OIL TRADE LOW PRICES FORCE BEIJING TO BREACH AGREEMENT WITH JAPANESE BUYERS

China halts crude sales to Japan

By James Kyrie in Beijing

Low international oil prices have prompted China to suspend exports of crude oil to Japan from the vast Daqing field, breaching an agreement with Japanese buyers and raising doubts over Chinese oil exports to other destinations.

An official with the state-run China National United Oil Corp (CNUOC), the sole agent for exports of Daqing crude to Japan, said yesterday there were no plans to deliver February shipments to Japanese buyers. He declined to provide an out-

look for March and later.

"This is a problem in government policy. We will have to see whether it can be resolved later," said the official, who declined to provide any further explanation.

Japanese buyers of the low-sulphur crude, which is used by power stations, had requested about 580,000 tonnes of Daqing, or about 4.2m barrels, in February. Under a long-term agreement between Japan and China, CNUOC is committed to ship around 6m tonnes of Daqing crude a year. Japanese oil industry ana-

lysts said the disruption was not expected to cause significant dislocation among users, which are exploring alternative sources of low-sulphur crude such as Minas from Indonesia. Minas, however, is more expensive.

The breach of the long-term Japan-China trade agreement on Daqing oil could undermine the faith that China's trade partners place in such agreements, analysts said. However, legal action by the Japanese against CNUOC was unlikely, the analysts added. The episode highlights some of the fundamental dis-

tortions in China's energy sector. Domestic manufacturers have, in effect, been subsidising China's inefficient crude oil producers since international oil prices fell below China's domestic prices last year.

A flood of crude import smuggling driven by the needs of hard-pressed industries to cut costs has since been curbed by a nationwide anti-smuggling campaign. The result has been that the profits of local oil producers have begun to rise again. But the margins of manufacturers, forced to buy oil at higher than international

prices, have been hit.

The decision to halt Daqing exports to Japan springs partly from the fact that domestic demand has grown recently following the relative success of the anti-smuggling campaign. Another important factor has been that, in many cases, the cost of producing Chinese crude is higher than the international price.

Unless international prices decline, a trend in crude exports may gather pace this year. Last year, China exported 15.6m tonnes of crude, down 21 per cent from 1997.

Dasa to update Polish fighters

By Alexander Nicoll, Defence Correspondent

DaimlerChrysler Aerospace (Dasa) of Germany is to modernise 22 MiG-29 aircraft of the Polish air force, bringing them up to the standards of the Nato alliance which Poland joins next year.

A contract signed in Warsaw yesterday, believed to be worth nearly DM100m (£51m, \$68m), will enable Poland to delay buying expensive new aircraft as replacements for the Russian-made MiGs, which are to be given new electronics and cockpit displays.

Poland, like Hungary and the Czech Republic which also enter Nato next year, needs cost-effective ways to bring its military in line with western standards - although existing Nato members have made clear they do not expect new members to embark on spending sprees they cannot afford.

The Polish order indicates a promising market for Dasa, which has modernised 22 MiG-29s inherited by the Luftwaffe from East Germany at Germany's reunification. Dasa is in talks with Hungary, Romania, Bulgaria and Slovakia.

Industry experts said MiGs were designed by Soviet engineers to have a much shorter flying life than western military aircraft, because maintenance work was cheap.

The western approach is to keep extensive maintenance to a minimum. The upgraded German MiGs undergo extensive checks every 1,300 flying hours instead of every 800 previously. Experts said the Polish MiGs, although fairly old, were being flown for only about 50 hours a year and could have their lives extended up to 2010.

Dasa said it and the German ministry of defence had suggested a co-operation programme with all European countries using the MiG-29 to seek solutions to logistical and technical problems.

NEWS DIGEST

CHINESE TRADE

Beijing considers new export insurance body

China is considering establishing a separate export insurance institution in order to stimulate overseas sales. The new body would complement existing export insurance provided by the Export and Import Bank of China (Eximbank) and the People's Insurance Company of China (PICC), which can offer only limited support for Chinese exporters, according to press reports. A PICC executive was quoted as saying that the state-run company was a profit-seeking organisation that could not offer a suitable environment for long-term export credit insurance. Li Jianzhi, deputy manager of the Eximbank's export credit insurance department, also suggested the bank's structure was unsuitable for longer term export credit insurance.

The creation of a separate export credit insurance body would fit with the government's wide-reaching efforts to support the country's struggling exporters with measures short of a devaluation of the Chinese currency. China's export growth has collapsed in the wake of the Asian crisis, as the competitiveness of Chinese exporters has been eroded by a strong, stable Chinese currency in a region of depreciated currencies. Beijing has already used tax rebates and export credits to assist exporters. James Harding, Shanghai

TURKISH CONTRACTS

International arbitration agreed

Turkish officials are believed to have reached an agreement that would remove the single biggest obstacle to foreign investment in Europe's fastest-growing energy market. Energy industry executives said they understood there was substance to reports that the energy ministry had convinced the Danistay, or Council of State, to allow international arbitration in energy deals. Under Turkish law, the Danistay is supposed to arbitrate in the event of disputes between Turkish and foreign partners on the implementation of a contract.

But foreign companies find it hard to raise funds for any projects which do not provide for international arbitration. Turkey's refusal so far to accept international arbitration, except in isolated cases, has complicated its attempts to transfer operating rights at a number of power plants to more efficient private investors. The lack of international arbitration is also described by UK water industry executives as the single most important obstacle to foreign investment in new water and sewerage plants. Leyla Boulton, Ankara

NUCLEAR POWER IN INDIA

Ukraine 'signs turbine deal'

Turbostom of Ukraine has reportedly signed a contract to supply an unspecified number of nuclear turbines to India, although Ukrainian officials declined to confirm the television report. Last year, the US objected to Turbostom's planned sale of nuclear turbines to Iran, fearing that the technology would aid Iran with its efforts to build a nuclear bomb. As a result, the Ukrainian government pressured Turbostom to abandon the deal. But US officials said they had no problem with such a sale to India, which last year successfully tested a nuclear bomb. Charles Glover, Kiev

Cuban telecom threat tricky problem for US

By Pascal Fletcher in Havana

Cuba's repeated threats to suspend telephone services with the US if US telecom companies do not make scheduled phone call revenue payments have posed a tricky political problem for the US government.

US State Department officials say they are taking "very seriously" public and private warnings by the Cuban government that bilateral phone links will be cancelled if the payments are not forthcoming.

The problem has arisen out of an ongoing court case in Florida in which relatives of four Cuban-American pilots killed when their small aircraft were shot down by a Cuban MiG fighter in early 1996 are seeking compensation for the deaths. They have sought to collect this from the millions of dollars paid each year by US phone companies to Cuba for telecommunications services.

Since direct phone links became operative in late 1994, several million calls are made each year.

This traffic earns Havana well over \$50m a year, paid by US telephone companies through special licences

granted under the existing US embargo against Cuba.

The US government, which condemned the 1996 aircraft downings as murder and heightened economic sanctions against communist-ruled Cuba as a result, is opposing the legal attempts by the dead pilots' relatives to seize the Cuban telephone fee assets.

"The US government believes that garnishment (seizure) of the payments could have serious implications for US foreign policy and for humanitarian interests with respect to the Cuban people and the Cuban-American community," a US official said.

Senior US State Department and Treasury officials have testified to the Florida court that the phone services provided by more than half a dozen US companies, including AT&T and MCI WorldCom, to Cuba's phone company ETECSA are a key part of Washington's two-track policy towards Cuba. This policy seeks to combine pressuring the Cuban government with encouraging humanitarian "people to people" contacts, for example through telephone links.

Cuba is insisting the telephone fees be paid regard-

less of the court case. "It's a commercial matter," a foreign ministry spokesman said, adding the "limit date" for the payments had been reached.

Cuba has authorised the first completely foreign-owned investment on its national territory, although the completed project, a \$15m diesel electric power station, will be transferred back to Cuban ownership after 4% years.

The build, own, operate, transfer contract was awarded to a Panama-based company with Lebanese capital, Genpower Cuba.

Genpower, using German and Israeli equipment, will construct the small power plant on the Isle of Youth, south of the western part of Cuba's main island, and will sell electricity in hard currency to the Cuban state power company.

Cuba's 1995 foreign investment law allows 100 per cent foreign ownership in principle but the Cuban government had so far authorised only a small number of overseas investors to hold a share above 50 per cent in individual projects.

Usually the foreign share granted in Cuban joint-ventures is 49 per cent.

US investors head for Europe

By Shilpa Mohan in Washington

Defying conventional economic wisdom, US manufacturers last year allocated 65 per cent of their foreign direct investment (FDI) to high-wage and mature labour markets in preference to low-wage developing countries.

The finding, released in a research report by Deloitte Consulting, the international management consultancy, reported that Europe remained the largest recipient of US manufacturing FDI, receiving a total of \$16.4bn.

The UK received the largest share of US investment in Europe with allocations amounting to \$3.5bn.

"Reducing currency risks and easier cross-border transactions facilitated by the introduction of the euro as well as further deregulation of industry will continue to attract US manufacturers to invest in the region," said Michael Pradette, practice director of manufacturing in the Americas at Deloitte Consulting.

The stability of high-wage markets attracted many businesses in light of the frequent volatility of developing markets, particularly in Asia, last year. Well developed infrastructure, undeveloped niche markets, and skilled labour were other key elements that made high-wage markets a prime choice for US multinationals expanding abroad.

Geography appeared to be a key component in US multinational decision-making. Canada, the second largest recipient of US manufacturing investment, captured \$4.2bn of FDI, tripling the amount of foreign direct investment compared with 1997.

To the south, Mexico, a popular emerging market, captured \$2.9bn, the first increase in its US direct investment since 1994.

Despite the turmoil of the Asian market last year, not all Asian markets experienced a withdrawal of US foreign direct investment.

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No. 89486 of 1999

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Chancery Division Companies Court

In the Matter of

THE EUROPEAN INVESTMENT TRUST plc

and in the Matter of

The Companies Act 1985

NOTICE IS HEREBY GIVEN that a Petition was

on 21 January 1999 presented to the Master of

the High Court of Justice for the confirmation of the

reduction of capital of the above-named

Company from £23,340,000 to £21,330,000 by

releasing capital which is in excess of the wants

of the Company.

AND NOTICE IS FURTHER GIVEN that the said

Petition is directed to be heard before the

Companies Court Registrar at the Royal Court of

Justice, Strand, London WC2A 2LL, on

Wednesday the 17th day of February 1999.

ANY Creditor or Shareholder of the said

Company desiring to oppose the making of an

Order for the confirmation of the said reduction

of capital should appear at the time of hearing in

person or by Counsel for that purpose.

A copy of the said Petition will be handed to

any such person requesting the same by the

Companies Court Registrar on payment of the

regulated charge for the same.

Dated the 26th day of February 1999

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FINANCIAL TIMES

No FT. no comment.

KING HUSSEIN'S FUNERAL

Mideast animosities banished for a day as world leaders mourn region's peacemaker

By David Gardner, Middle East Editor, in Amman

Only King Hussein could command such a quorum, and only then, upon his death.

Such a gathering had never been seen in the Middle East, and very likely will not be again, unless, by some miracle, the Arabs and the Israelis reach a way of living with each other. That would require the Arabs to bury a century of hatchets. It would also require the Israelis to conquer their own divisions - at least enough to decide what sort of peace they want.

For at yesterday's magnificent yet informal state funeral for the late Jordanian monarch, there they all were: Arab leaders with a past of communicating with each other by car bomb, some of whom would never knowingly be seen at an occasion attended by Israelis; a huge but visibly split delegation from Israel; and all amid a melee of over 50 world leaders, come from all continents to pay their respects to a man not a few of them had at one time or another schemed against and reviled.

It was a protocol and security nightmare for the Jordanians, but they carried it off with aplomb, dignity, and the mix of courteous informality that so characterised their dead leader. Nobody was in any doubt it increased their pride in him. Imagine the problem - the seating arrangements alone a diplomatic nightmare - One thing is the bit or even tripartite solidarity shown by the US and the UK. Bill Clinton attended with former President Jimmy Carter from his own party and Republican Presidents George Bush and Gerald



Yasser Arafat, Bill Clinton and Benjamin Netanyahu among about 50 world leaders taking part in the funeral procession yesterday

Ford (a mere four out of the 10 US presidents King Hussein dealt with in his long reign), while Tony Blair, the British prime minister, arrived with Prince Charles and the two opposition leaders, William Hague and Paddy Ashdown. But quite another level of regional animosity was subsumed into the mourning for King Hussein.

There is President Hafez al-Assad, the painfully frail master of Syria. And here is Benjamin Netanyahu, the Israeli prime minister who refuses to give up one inch of the Golan Heights Israel seized from Syria in the 1967 Arab-Israeli war - still not

settled by treaty, and in which King Hussein lost east Jerusalem and the Palestinian West Bank. Nearby is the ailing Yasser Arafat, loser in the 1970-71 civil war King Hussein fought against the Palestinians after the 1967 disaster, but now saluting the dead monarch's coffin. Milling around them are Gulf Arab leaders still technically at war with Israel, not to mention a modest delegation from Lebanon which is daily at war in the Israeli-occupied buffer of southern Lebanon.

Or consider the Iraqi delegation. After December's bombing campaign by the US and the UK, continued by

now almost daily skirmishes between Iraqi and allied warplanes, one would assume Taha Mohieddin Ma'aruf, Iraq's vice-president, would not want to be in the same cortege as President Clinton or Mr Blair, or they with him - and indeed, Saddam Hussein's deputy was nowhere to be seen in the throng.

Moreover, given that Mr Saddam last month called on the Arab masses to rise up and overthrow the "throne dwarves" who govern them, few Gulf monarchs at yesterday's funeral would have wanted to be caught in the same frame as the Iraqi leader's functionaries either.

An entirely different problem, under the circumstances, was presented by President Boris Yeltsin of Russia, who ignored doctors' advice to come to the funeral. Propped up by aides, he had to abandon the procession, parting a cortege the size of the United Nations as his Zil limousine sped him away.

The huge Israeli delegation presented a protocol problem all its own - largely because it split into four delegations, filing very separately past the lying-in-state. First was President Ezer Weizman, who has occasionally exceeded his ceremonial powers to warn Mr Netan-

yahu against intransigence. Then came the Israeli prime minister with his foreign minister and right-wing rival Ariel Sharon, the invader of Lebanon in 1982 who periodically liked to remind King Hussein that Jordan was part of Biblical Israel. Third came Ehud Barak, Mr Netanyahu's Labour challenger in the most vicious election campaign since Israel's foundation. He was followed by his predecessor Shimon Peres, architect of the now stagnant peace process, accompanied by Yitzhak Mordechai, the defence minister who split from Mr Netanyahu to lead a new centrist party in the May elections.

If that was not enough, there was also Ephraim Halevy, chief of Mossad, which trumped over Israel's 1994 peace treaty with Jordan to launch a botched assassination against a leader of Hamas, the Palestinian Islamist movement, in Amman in 1997. It would not have been the occasion it was had not Khaled Meshal, the Hamas leader targeted, not fled past the coffin shortly afterwards.

The Jordanian authorities dealt with it all by simply leaving the visiting dignitaries to find their own seating. There surely must have been some awful premeditation in the fact that it was President Assad - a man who at least twice over the decades threatened King Hussein with invasion - was the first in the long queue after the funeral to present his condolences to the young King Abdullah. He was the most remarked presence at King Hussein's extraordinary send-off - and perhaps marked an artfully buried hatchet.

Bagpipes, The Last Post and readings from the Koran

By Judy Dempsey in Amman

Close to 11am, on a bitterly cold morning, the cortege carrying the coffin of King Hussein slowly made its way from the Bab el Salam royal residence, past the hospital where the king died on Sunday after a long battle with cancer.

The cortege, led by guards wearing the traditional red and white headdress of Jordan, wound its way to the small royal cemetery, located in the grounds of the Raghadan Palace, the final resting place of the Hashemite kings.

Along the route, the shops were closed. Black flags hung at half mast. From the open windows, one could hear the verses of the Koran being recited on radio and television.

As the cortege went down the hill towards the palace, through the poorer districts of the capital, the crowd started to swell.

Often five deep, young and old tried to push their way toward the vehicle carrying the body of a king, who during his reign of 47 years became their father figure and protector, never shunning contact with his own people.

At times, they managed to break through the cordons of policemen to touch or throw flowers over the casket of their leader - the only one most Jordanians have ever known.

The policemen, some openly weeping, only kept them at bay through sheer force of numbers. As the cortege entered through the gates of the Raghadan Palace, armoured tanks and soldiers were poised to protect the kings and princes, presidents and prime ministers, who had come from around the world to attend one of the most extraordinary funerals in the Arab world and of the late 20th century.

Yet within the confines of the lush grounds of the palace, Jordan's new king, Abdullah II, 37, chose to give pride of place to his own people. They were first to file past the coffin of his father as the foreign dignitaries waited outside, thrown together without any order of preference, by the palace and wait their turn.

Inside the small Throne Room, whose windows face Mecca, Jordan's many former prime ministers, former chiefs of the Royal Court and other Jordanian dignitaries, filed past the coffin, as King Abdullah stood beside Prince Hassan, the uncle he suddenly replaced as heir apparent last month. It was then the turn of foreign leaders.

Soon after, without any delay, the coffin was taken to the cemetery, led by guards playing a mournful Scottish tune on bagpipes, a legacy of the British colonial era. The body, wrapped in a white shroud, was lowered into the ground. The Last Post was sounded. The Koran's prayers for the dead were recited.

The foreign dignitaries paid their last respects by shaking hands with King Abdullah. But by the time they had driven off in their limousines, the young king was receiving ordinary Jordanians, continuing the common touch of his father and ending the ceremony - as it began - with his own people.

Aid for poor nations sinks to record low

By Robert Chole, Economics Editor, in London

The amount industrial countries spend on development aid for poor nations fell to a record low in 1997, but there are tentative signs of an upturn.

Overseas development assistance by 21 of the richer members of the Organisation for Economic Co-operation and Development dropped from \$55.4bn in 1996 to \$48.3bn in 1997, the OECD said yesterday.

Adjusting for inflation, this represented a fall of 5.5 per cent. As a share of national income, aid spending fell from 0.25 per cent in 1996 to a record low of 0.22

per cent. Development assistance is well down from the historic norm of 0.33 per cent recorded before 1992, let alone the 0.7 per cent United Nations target.

The OECD's development assistance committee noted that the largest industrial countries were predominantly to blame for the 20 per cent fall in inflation-adjusted aid spending since 1992. Development assistance from the Group of Seven - Japan, Germany, France, Italy, Canada, the US and the UK - fell by 29 per cent between 1992 and 1997, while real spending in the smaller industrial countries was little changed.

The OECD noted that

development aid had been seen as a soft target as industrial countries took steps to get their government borrowing under control. The share of government spending devoted to aid thus fell to 0.6 per cent in 1997 from 0.8 per cent five years earlier.

But the OECD noted there were some reasons for optimism. The report singled out the UK for having made a firm commitment to increase the share of national income it devotes to aid. A pledge to reverse falling aid spending was also included in the German government's coalition agreement.

Canada and Japan were the only G7 countries to

increase aid spending in real terms during 1997 and this was only because they had caught up with payments to multilateral agencies that had been delayed from the previous year. US aid spending fell sharply in cash terms, but this was partly because its payments to Israel were no longer classified as development aid.

The Nordic countries and the Netherlands remained by far the most generous aid donors in 1997, with each of them easily exceeding the UN target. Denmark was the most generous, giving 0.57 per cent of national income.

The US is the least generous aid donor at 0.09 per cent of national income,

although in cash terms its contribution was second only to Japan at \$8.88bn. The UK's contribution in 1997 amounted to 0.26 per cent of national income, but the spending plans hammered out between the Department for International Development and the Treasury mean this is set to rise to 0.3 per cent by 2001.

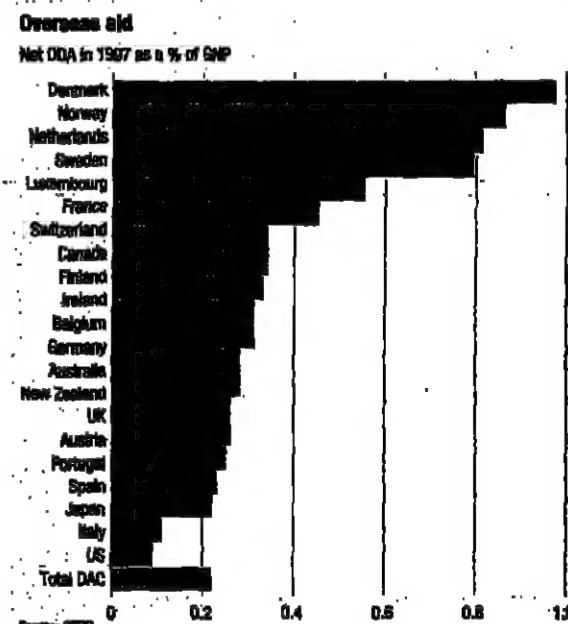
The committee welcomed the fact that many donors were now concentrating development assistance on the achievement of international targets for poverty reduction.

Gender equality, improving basic health and education, good governance and environmental sustainability

have all become more important priorities.

Structural changes are also taking place in aid provision, with many countries taking the opposite approach to the UK government and integrating development programmes into ministries of foreign affairs. Aid implementation is also being entrusted increasingly to independent agencies.

Several donors are decentralising responsibilities and strengthening their physical presence in developing countries, mirroring the reforms undertaken at multilateral agencies such as the World Bank. But some are reducing their presence in the field to save money.



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ASIA-PACIFIC

BANK OF JAPAN CHIEF GOVERNMENT SPOKESMAN MAKES PUBLIC REQUEST

BoJ under pressure to buy more bonds

By Michio Nakamoto and Naoko Nakamae in Tokyo

Pressure on the Bank of Japan (BoJ) to buy government bonds (JGBs) has increased since the bank's independent policy board meets on Friday.

"Even if there are great difficulties from the perspective of the BoJ law or the Fiscal Law, I think responsibility for breaking out of the present severe situation rests with the BoJ, as the central bank," Mr. Nakamae said. The bank had "the responsibility to resolve the current serious situation by considering various means, including buying govern-

ment bonds in the market. I hope the proposal will be discussed by the BoJ within the week," he said.

Mr. Nakamae's comments reflect growing unease within the LDP that rising long-term interest rates could dent the recovery that Keizo Obuchi, the prime minister, has pledged this year. But the chief cabinet secretary stopped short of calling on the BoJ to underwrite JGBs, which is illegal under current legislation.

Both the central bank and the finance ministry have strongly opposed any sugges-

tions that the BoJ should directly underwrite JGBs. Eisuke Sakakibara, vice finance minister, yesterday said it was "an absurd idea and should not be done".

But Mr. Sakakibara indicated the BoJ could increase market purchases of JGBs. The idea is opposed by many BoJ officials who believe the bank must maintain its independence from politicians.

But Mr. Nakamae's comments suggested to the opposition Democratic party that the LDP had struck a deal with the central bank for it to double current market

purchases of government bonds. Last week, bond yields shot up over 30 basis points amid growing concern about the large level of government debt issuance.

Yesterday, the yield on the benchmark 10-year government bond fell over 20 basis points to 2.16 per cent on hopes that the central bank might be forced to step in.

The market was buoyed by hopes that the BoJ would change its stance at its monetary policy meeting on Friday, said Masuhisa Kobayashi, fixed income strategist at Merrill Lynch in Tokyo.

Japanese probe on sensitive exports

By Michio Nakamoto in Tokyo

Hitachi Electronics, the precision instruments maker, is being investigated on suspicion of illegally exporting to China instruments that could be used to produce nuclear weapons.

Japanese police yesterday issued documents to prosecutors on Hitachi Electronics, a subsidiary of Hitachi, the large integrated electronics company and Ryokosha, another precision instruments maker and exporter, relating to alleged illegal sales of telecomputers to China in violation of Japanese law.

Telecomputers are used to measure microscopic compounds but can also be used to manufacture equipment to extract plutonium for nuclear weapons.

The move by the police indicates the authorities are closer to charging Hitachi Electronics and Ryokosha with violating Japan's export control laws.

The revelations come in the wake of growing concern in the US that sensitive technology that could be used for military purposes was transferred to China through commercial satellite businesses.

Hitachi Electronics and Ryokosha are alleged to have conspired to report falsely that the instruments were destined for South Korea. Police believe the instruments were shipped through South Korea to conceal the fact that they were being shipped to China.

The two companies are said to have sold 18 telecomputers worth about ¥230m (\$1.7m) to a factory in Harbin, China. Ryokosha is further suspected of despatching employees to the Harbin factory for technical instruction, without obtaining government authorisation, police say.

Japan has strict rules regarding the export of products and technologies that can be used for military purposes. However, Japanese police have indicated that they believe cases where illegal exports come to light are only the tip of the iceberg.

Police have already detained a former senior managing director of Ryokosha for allegedly arranging the sale, which could be a violation of Japan's foreign exchange law.

"Considering our social standing and responsibility, it is highly regrettable" that the case has been referred to prosecutors, Hitachi Electronics said yesterday. Ryokosha said that it was "co-operating fully with the investigations".

NEWS DIGEST

CENTRAL BANK

New Zealand switches monetary control system

The Reserve Bank of New Zealand is to abandon its controversial attempt to control monetary conditions through setting broad targets through an index (the MCI) and switch to a more traditional fixed cash-rate system.

The MCI has been widely ignored by the financial markets since the central bank's last statement in mid-December. In recent weeks the index has been running at around minus 200, instead of the bank's desired target of minus 400.

The new system, broadly the same as used by the Federal Reserve of the US and the Reserve Bank of Australia, will introduce a cash system from March 17, the date of the RBNZ's next economic statement. The cash rate will be reviewed every six weeks, and the RBNZ will set a 50-basis-point band.

The bank said the change was a technical one to make the implementation of monetary policy simpler and easier to understand. But the Bank of New Zealand last night said it doubted this. "The (MCI) system simply didn't work, particularly in the face of large external shocks. Much of the excessive volatility in interest rates last year was completely unnecessary, and we expect it had some harmful impact on growth," the RBNZ said. "The RBNZ has walked away from the MCI... in effect it will be downgraded in influence to that of other indicators of financial conditions, such as credit spreads, yield curve, asset prices and so on. We applaud the move." Terry Hall, Wellington Currencies & Money, Page 27

HONG KONG

Dispute looms with Beijing

Hong Kong looked on course for a serious constitutional dispute with the Chinese government after mainland officials sharply criticised an historic judgment by the territory's Court of Final Appeal.

The ruling late last month was widely regarded as the most significant affirmation of Hong Kong's legal autonomy since it reverted to Chinese rule in July 1997, asserting that the Court of Final Appeal could disregard National People's Congress laws that affect Hong Kong if they were inconsistent with Basic Law, the territory's post-handover constitution.

"This is a violation of the Basic Law. It is a very serious matter. The decision needs to be changed," a senior Chinese official who declined to be named said yesterday.

The Chinese government publication Legal Daily, meanwhile, quoted Xiao Yang, the president of the Supreme People's Court in China, as saying that "courts at all levels throughout the country must strengthen their contact with the people's delegates (to the National People's Congress) and actively accept the supervision of the NPC".

Hong Kong's Democratic party, its leading political organisation, said the departure from China's non-interference in Hong Kong could lead to "a constitutional crisis".

Rahul Jacob, Hong Kong, and James Kyng, Beijing

TAIWAN ECONOMY

Growth forecast cut

Taiwan's government yesterday cut its forecast for 1999 economic growth to 4.74 per cent and said the island's economic expansion in 1998 was its weakest in 16 years.

Economists said low consumer confidence and a profit drought affecting manufacturers meant the new 1999 growth prediction could still prove too optimistic.

The government's statistics office reported that preliminary data showed gross domestic product expanded 4.83 per cent last year - the poorest performance since 1982.

Growth in the last quarter of the year was an unexpectedly small 3.71 per cent, a figure likely to stoke widespread fears for the health of the economy that have helped to send the main Taiwanese stock index plunging in recent weeks. The Ministry of Finance announced late on Sunday short-term measures to bolster the market that included a relaxing of rules on margin trading, steps to increase market transparency and rewards of up to T\$3m (US\$93,000) for those who assist in new crackdown on rumour-mongering. Mure Dickie, Taipei

Self-confident India unmoved by US nuclear growling

Jaswant Singh, India's foreign minister, is interviewed by Peter Montagnon

Jaswant Singh, India's foreign minister, almost shudders with distaste at the thought. He wants nothing so cheap as "a deal" with the US on the lifting of economic sanctions imposed as a result of India's nuclear tests last May.

Instead, he says he is aiming for acceptance by Washington of India's claim to be a responsible nuclear power and its earnest desire not to get in the way of global non-proliferation efforts. Thereafter it is up to the US to lift the sanctions if it so wishes, but the hope remains that Washington will then enter a new era of close relations with the world's largest democracy.

Slight and soft-spoken, his physical presence masks a steady determination and the confidence of a well-thought-out position. It is difficult to imagine him losing his temper as he knows his husky eyebrows together in patient search of the right formulation.

But his even temper must make some of the more raucous elements of the US Congress gnash their teeth in

frustrated fury. He is not moved by their desire to punish India for last year's tests.

Diplomats say they now expect Mr. Singh's approach to win the day. Both sides know the risk of striking a definitive deal which could be torn apart by political critics at home.

Instead the effort now looks likely to be incremental with a gradual elimination of differences leading ultimately to a visit to the region by President Clinton, the first by a US President since Jimmy Carter in 1978. A start, some believe, could come quite soon with the lifting of restrictions on World Bank lending.

This is not to say that India is happy with the US tendency to set standards for others.

"Prescriptive statements talking India to do this, that and the other are counter-productive," he says. "We as India arrive at our commitments as national commitments."

What has secured progress in the bilateral talks, is Washington's understanding

of this view, he says, rather than any trade-offs involving shifts in intrinsic positions. India continues to argue that its posture on nuclear deployment will be passive - minimum deterrent, no arms trade, no first use, no use against non-nuclear states - and that it has an "impeccable" record on export controls.

It is willing to sign up to an enforceable treaty on fissile material production, which Mr. Singh argues is more effective than a non-verifiable unilateral declaration of intent to limit production.

But it is not prepared to abandon its missile programmes, which does not go beyond the development of an advanced Agni medium-range missile, and it continues to believe that third-party involvement in its dispute with Pakistan over Kashmir is counter-productive and destabilising.

"It would be a negative development if Pakistan were permitted to ride into the valley of Kashmir piggy-back on non-proliferation."

When the US chooses to lift sanctions is a matter for it to decide, he says. But he is encouraged by Washington's understanding



Jaswant Singh facing up to Washington's sanctions Reuters

ton's evident desire for a better relationship.

That said, Mr. Singh admits to an acute awareness of the challenge to India's own diplomacy posed by the tests. As an energy-poor country, it needs to collaborate with others in the civilian nuclear field. The ability to reassure on the proliferation front is thus

vitaly important, especially since India - as a declared but not recognised nuclear state - cannot be part of the non-proliferation treaty (NPT), which governs exchanges of technology.

"An answer has to be found," Mr. Singh says. "The NPT is a no-entry area. We have to work our way around that difficulty."

thousands of Malaysians against Mahathir Mohamad, the prime minister, and subsequently beaten by police.

Mr. Anwar is charged with sexual misdeeds and related abuse of power. He says the case is to punish him for becoming a potential challenger of Dr. Mahathir's 18-year reign. Hundreds of Malaysians stood outside the courthouse once more to protest against the case, which has divided the nation.

people," Mr. Anwar said. "This is because the committee has accepted so many complaints on government mismanagement, bribery - including accusations involving ministers, senior officers and even the prime minister himself." Mr. Mohamad insisted the committee's work was irrelevant.

The defence said it would continue to try to prove a conspiracy against Mr. Anwar, who was detained after leading a protest by

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Battling Anwar takes the stand at last

By Sheila McNulty in Kuala Lumpur

After five months behind bars, Anwar Ibrahim, the sacked deputy prime minister of Malaysia, is gaunt and pale, his hair visibly thinning. But when he was able yesterday finally to take the stand and defend himself against almost four months of prosecution charges, the confident, even cocky, spirit that once embodied the second most powerful man in

Malaysia shone through.

Mr. Anwar bristled made his way from the wooden cage at the centre of the courtroom - in which he had been confined - to the witness stand in front of the judge. When asked his address, he joked that it was the prison in which he is being held. Supporters, human rights observers and journalists in the public gallery all laughed.

But it was not the day Mr. Anwar might have hoped

for. Mohd. Abdullah, attorney general, took over the prosecution and succeeded in convincing Augustine Paul, the High Court judge, to bar the defence attorney from pursuing questioning trying to prove Mr. Anwar was the victim of a conspiracy by those he crossed in investigating corruption.

"As chairman of the committee on management and good governance, my responsibility is heavy and difficult, and not liked by many

people," Mr. Anwar said. "This is because the committee has accepted so many complaints on government mismanagement, bribery - including accusations involving ministers, senior officers and even the prime minister himself." Mr. Mohamad insisted the committee's work was irrelevant.

The defence said it would continue to try to prove a conspiracy against Mr. Anwar, who was detained after leading a protest by

thousands of Malaysians against Mahathir Mohamad, the prime minister, and subsequently beaten by police.

Mr. Anwar is charged with sexual misdeeds and related abuse of power. He says the case is to punish him for becoming a potential challenger of Dr. Mahathir's 18-year reign. Hundreds of Malaysians stood outside the courthouse once more to protest against the case, which has divided the nation.

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Asian crisis places health of Singapore hospitals at risk

Sheila McNulty explains why the country's private health sector is suffering

In the elevator of the Thomson Medical Centre in Singapore, there is a picture of a stork carrying a notice detailing the fees for a range of birth delivery options in the maternity wing. That way expectant parents on the way in get to know exactly what they will pay on the way out.

The economic crisis in the region has made it essential to give patients that sort of bottom-line knowledge to maintain Singapore's status as a regional health care hub.

Many, particularly those from the hard-hit countries of Indonesia and Malaysia, have stopped coming to the city-state for the routine care they once favoured as a higher standard than that offered in their own countries. And even Singaporeans who once opted for private hospitals are increasingly seeking public care or cutting costs by choosing, for example, to stay in a four-person instead of a two-person room. Singapore's private health care industry is hurting.

"People have lowered their sights," says Lee Cheow Seng, chief executive officer of Thomson Medical Centre and chairman of the Singapore Private Hospitals Group. "Everyone is so concerned about what is the bottom line."

Healthcare is one of Singapore's key services to the

region, generating nearly S\$3bn (US\$1.8bn) in annual turnover, with patients arriving from as far away as India. The government has committed large sums toward its development, with latest data showing it invested S\$4bn in 1997, 3.8 per cent of gross domestic product.

Now the economic crisis has helped reduce the number of foreign patients in Singapore's private hospitals from 26-36 per cent of total patients to 15-20 per cent, while also pushing the usual 65 per cent occupancy rates below 60 per cent.

At a time when retrenchments and business failures are commonplace in the region, Yeo Cheow Tong, minister of health, says the public facilities are heavily occupied at the expense of private institutions.

"The challenge is for them to ensure they are able to review charges and ensure they are not over-pricing themselves," Mr. Yeo says. He seems confident the private hospitals will continue trying to meet that challenge. "Nothing stimulates creativeness like the need for survival."

"Private hospitals have essentially been sustained by foreign visitors," says Song Sen Weng, regional economist at G.K. Goh Research in Singapore. "In the old days, Indonesians would come just for their

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Special Delivery	3	\$1,794	\$1,398	\$1,278	\$1,216	\$1,120
Special Delivery	2	\$1,804	\$1,540	\$1,250	\$1,220	\$1,180
Special Delivery	3	\$2,004	\$1,600	\$1,408	\$1,350	\$1,300
Special Delivery	4	\$2,898	\$2,180	\$2,000	\$1,920	\$1,800
Special Delivery	5	\$3,088	\$2,328	\$2,228	\$2,120	\$1,976

Singapore patients know what they're in for

monthly check-up. Not any more."

Many private hospitals have responded by reducing room rates by 10 per cent and being increasingly pragmatic when making equipment purchases, basing decisions on potential usage instead of an urge to keep up with new technology.

Many private hospitals are also putting together packages like Thomson's delivery one that, based on accommodation and other variables, give patients the option of choosing how much they want to pay and the comfort of knowing exactly what the bill will be.

All the private hospitals have instituted some form of staff cuts and the annual bonuses that were routine in recent years are not in all cases being paid.

The government's nationwide 15 per cent wage-cutting campaign (aimed at

restoring the competitive Singapore lost when regional currencies depreciated far further than its own) will provide further relief to the industry this year, considering that the bulk of the private hospitals' operating costs are in staff.

Mr. Lee acknowledges that the crisis may have lost Singapore some patients for ever. "Some people may realise they have good enough care in their own countries," he says. They may only come to Singapore for a higher level of expertise when needed. "Eventually, we will have to rationalise to tap into patients in their own countries."

Mr. Yeo says the public sector will concentrate on maintaining its hub status by continuing to build Singapore's health care expertise by investing in the training of doctors and specialists and doing research.

INTERNATIONAL ECONOMIC INDICATORS: MONEY AND FINANCE

This table shows growth rates for the most widely followed measures of money and finance, a representative short- and long-term interest rate series and an average equity market yield. All figures are percentages.

UNITED STATES						JAPAN						GERMANY					
	Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Value	Equity Yield		Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Value	Equity Yield		Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Value	Equity Yield
1989	1.0	4.2	8.50	8.50	3.43	4.1	10.6	5.31	5.18	0.48	0.55	6.3	5.7	7.12	6.30	2.22	2.22
1990	3.6	5.5	9.06	9.06	3.93	2.6	9.5	7.82	6.90	0.55	0.55	4.5	4.3	6.49	6.26	2.11	2.11
1991	6.0	3.7	5.87	7.86	3.21	5.2	2.0	7.21	6.40	0.75	0.75	5.1	3.8	9.25	8.42	2.28	2.28
1992	12.5	1.9	3.75	7.00	2.95	4.6	-0.4	3.78	5.24	1.00	1.00	7.0	8.1	9.52	7.80	2.46	2.46
1993	11.6	1.1	3.32	5.88	2.78	5.0	1.4	2.95	4.18	0.87	0.84	5.4	7.8	7.28	6.47	2.11	2.11
1994	6.2	1.4	4.67	7.08	2.88	8.4	2.9	2.23	4.20	0.78	0.78	9.6	9.0	5.36	6.86	1.77	1.77
1995	-0.2	2.1	5.83	6.57	2.61	8.2	3.2	1.22	3.38	0.68	0.68	3.7	0.8	4.53	6.82	2.00	2.00
1996	4.8	-3.2	4.8	5.41	4.43	2.15	13.7	2.5	0.58	3.03	0.75	10.4	7.5	3.31	6.21	1.81	1.81
1997	-3.3	5.0	5.59	6.34	1.73	8.5	3.6	0.59	2.34	0.57	0.57	8.4	6.2	3.32	5.65	1.45	1.45
1998	0.9	7.5	5.38	5.26	1.46	8.1	3.9	0.72	1.48	1.01	1.01	4.4	3.4	3.54	4.56	1.31	1.31
1st qtr. 1998	0.0	6.5	5.47	5.50	1.51	9.5	4.5	0.94	1.88	0.97	0.97	5.1	3.8	3.54	5.01	1.32	1.32
2nd qtr. 1998	1.3	7.2	5.50	5.59	1.42	7.9	3.4	0.84	1.63	0.89	0.89	6.3	4.0	3.61	4.88	1.22	1.22
3rd qtr. 1998	0.8	7.4	5.45	5.16	1.47	7.8	3.8	0.88	1.38	1.03	1.03	6.0	4.2	3.61	4.38	1.25	1.25
4th qtr. 1998	1.8	8.7	5.45	5.16	1.42	7.3	3.6	0.61	1.09	1.07	1.07	5.5	3.52	4.00	4.00	1.44	1.44
February 1999	0.0	6.5	5.48	5.61	1.51	10.3	5.0	1.04	1.76	0.95	0.95	5.3	3.4	3.51	4.98	1.31	1.31
March	0.8	6.8	5.48	5.63	1.44	8.5	4.5	0.84	1.62	0.89	0.89	6.3	4.0	3.62	4.89	1.22	1.22
April	1.4	7.0	5.48	5.63	1.41	8.1	3.6	0.71	1.62	0.98	0.98	7.2	4.0	3.63	4.90	1.24	1.24
May	1.4	7.2	5.51	5.68	1.42	8.0	3.9	0.82	1.37	0.98	0.98	6.6	3.7	3.63	4.98	1.23	1.23
June	1.7	7.3	5.51	5.49	1.42	7.4	3.4	0.80	1.28	1.01	1.01	6.1	4.3	3.56	4.80	1.19	1.19
July	0.7	7.3	5.50	5.45	1.57	6.1	3.5	0.74	1.42	0.95	0.95	5.0	3.4	3.54	4.88	1.14	1.14
August	0.0	7.2	5.50	5.33	1.49	7.9	3.8	0.75	1.47	1.02	1.02	5.4	3.6	3.42	4.62	1.22	1.22
September	0.9	7.8	5.55	4.80	1.58	7.6	3.8	0.55	1.05	1.11	1.11	7.2	4.5	3.49	4.04	1.38	1.38
October	1.7	6.4	5.40	4.52	1.26	8.6	3.9	0.58	0.86	1.16	1.16	8.0	4.0	3.57	4.09	1.63	1.63
November	2.0	6.8	5.1	4.5	1.06	8.4	3.8	0.56	0.86	1.16	1.16	8.0	3.5	3.43	4.01	1.61	1.61
December	1.7	6.1	5.07	4.65	1.33	5.8	3.9	0.62	1.47	1.03	1.03	6.2	3.9	3.67	3.98	1.26	1.26
January 1999	1.2	4.82	4.71	1.27	1.27	6.1	3.9	0.67	1.86	1.05	1.05	6.2	3.14	3.72	3.14	1.27	1.27
FRANCE						ITALY						UNITED KINGDOM					
	Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Value	Equity Yield		Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Value	Equity Yield		Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Value	Equity Yield
1989	7.8	10.0	9.40	8.78	2.98	7.2	5.5	12.42	11.81	2.46	2.46	5.9	17.4	13.96	10.11	4.26	4.26
1990	3.2	9.3	9.22	9.92	3.18	9.2	7.0	11.98	11.97	2.84	2.84	5.3	15.9	14.82	11.58	4.57	4.57
1991	-0.3	9.2	8.62	9.03	3.58	7.3	5.9	11.83	13.20	3.46	3.46	9.4	7.9	11.58	10.68	4.97	4.97
1992	-0.3	9.4	10.35	9.55	3.6	7.3	5.9	11.83	13.20	3.46	3.46	9.4	7.9	11.58	10.68	4.97	4.97
1993	-1.1	-0.0	8.65	6.75	3.21	4.7	2.8	10.22	11.23	2.55	2.55	4.9	3.5	5.59	7.40	4.01	4.01
1994	2.5	1.7	5.84	7.21	2.99	6.8	3.6	8.48	10.96	1.87	1.87	6.4	5.1	5.57	8.01	3.94	3.94
1995	6.2	7.7	4.4	6.25	1.7	6.2	7.5	7.53	11.7	2.19	2.19	5.5	7.3	6.77	8.14	4.15	4.15
1996	0.5	-3.7	3.94	5.32	3.65	1.0	9.2	8.0	9.7	1.8	1.8	6.2	11.2	6.94	7.02	3.59	3.59
1997	8.4	-1.7	3.44	5.56	2.58	0.6	9.7	6.83	6.89	1.91	1.91	6.2	11.2	6.94	7.02	3.59	3.59
1998	3.0	2.7	3.56	4.64	2.20	10.5	7.2	4.95	4.90	1.37	1.37	6.1	8.8	7.41	5.52	3.03	3.03
1st qtr. 1998	9.4	4.3	3.58	5.03	2.23	8.8	9.0	5.98	5.36	1.39	1.39	5.8	10.5	7.55	6.02	3.05	3.05
2nd qtr. 1998	9.5	4.7	3.60	4.95	1.98	13.2	10.1	5.11	5.16	1.23	1.23	6.2	9.8	7.57	5.90	2.85	2.85
3rd qtr. 1998	9.5	4.7	3.59	4.93	1.98	11.6	9.3	4.91	4.77	1.42	1.42	6.0	9.5	7.67	5.68	3.08	3.08
4th qtr. 1998	9.7	4.9	3.49	4.10	2.40	9.6	2.7	5.22	5.22	1.46	1.46	5.7	10.6	7.83	5.70	3.13	3.13
February 1999	11.8	4.8	3.57	5.01	2.23	8.5	9.5	6.02	5.36	1.34	1.34	5.7	10.6	7.83	5.02	3.02	3.02
March	6.4	4.3	3.57	4.94	2.09	10.1	9.4	5.55	5.51	1.19	1.19	7.6	10.0	7.87	5.06	2.96	2.96
April	10.7	4.9	3.63	4.95	2.04	12.9	10.7	5.16	5.16	1.13	1.13	6.7	10.8	7.51	5.80	2.82	2.82
May	10.6	4.8	3.81	5.02	1.98	12.8	10.1	5.07	5.22	1.28	1.28	6.3	9.7	7.48	5.84	2.84	2.84
June	9.5	4.7	3.57	4.93	1.94	14.1	10.5	5.10	5.10	1.31	1.31	5.5	9.4	7.72	5.77	2.80	2.80
July	8.8	4.8	3.56	4.78	1.81	11.6	9.6	4.86	4.86	1.28	1.28	6.5	10.4	7.58	5.60	2.84	2.84
August	7.5	4.8	3.58	4.54	2.18	9.6	6.4	4.99	4.80	1.33	1.33	8.2	9.0	7.74	5.54	3.10	3.10
September	6.7	4.9	3.54	4.12	2.44	9.6	9.1	4.96	4.83	1.61	1.61	5.8	9.2	7.47	5.10	3.29	3.29
October	6.2	5.2	3.55	4.19	2.61	8.8	9.0	4.49	4.49	1.89	1.89	5.4	9.2	7.20	4.96	3.34	3.34
November	5.0	5.0	3.43	3.29	2.31	9.2	9.3	3.83	3.83	1.35	1.35	4.8	8.4	6.87	4.81	3.68	3.68
December	3.33	3.93	3.91	2.28	2.28	10.5	2.3	3.35	4.04	1.35	1.35	5.8	8.1	6.89	4.66	3.00	3.00
January 1999	3.14	3.14	3.79	2.11	2.11	11.6	3.78	3.58	1.26	1.26	1.26	6.1	5.89	4.26	2.80	2.80	2.80

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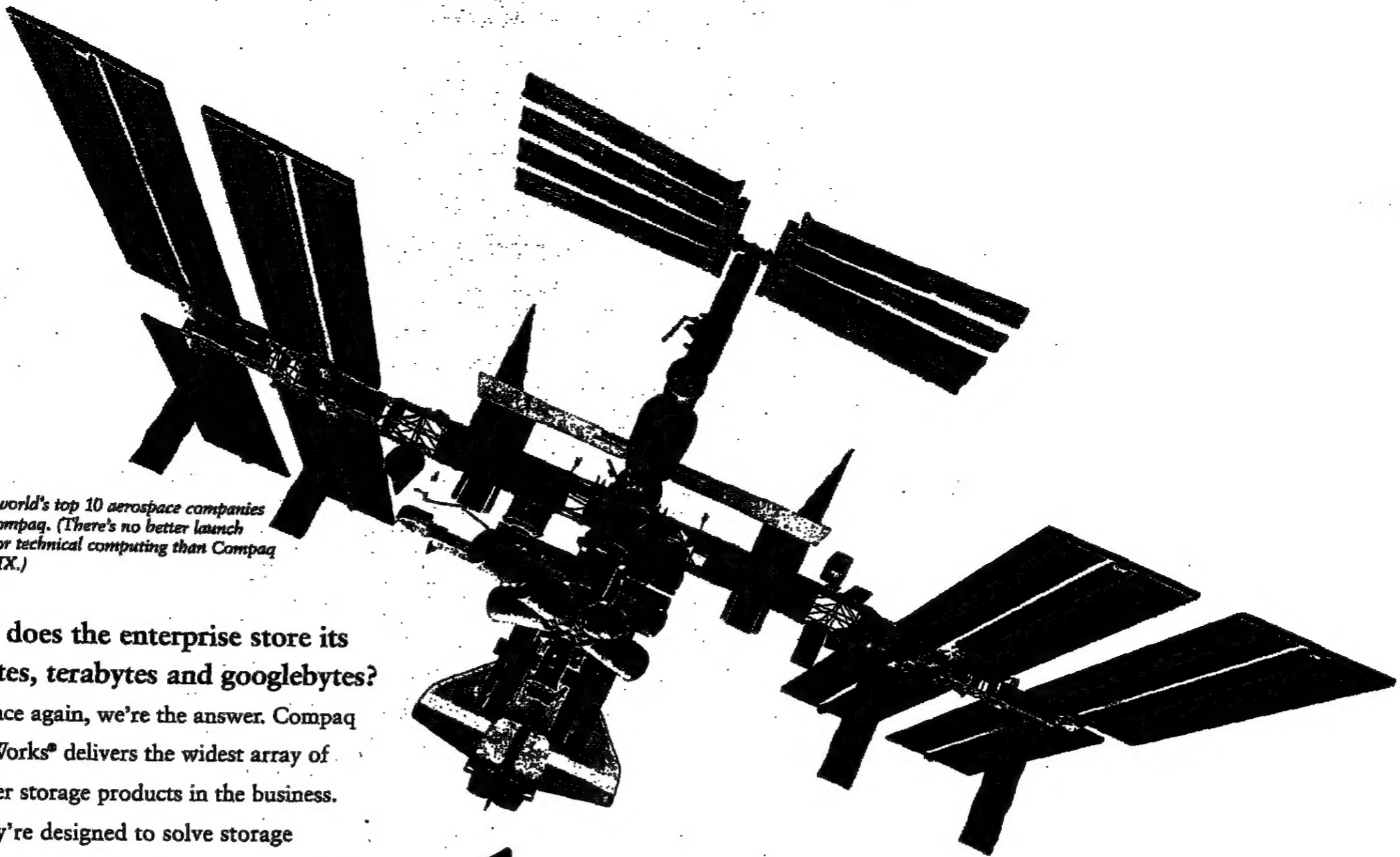
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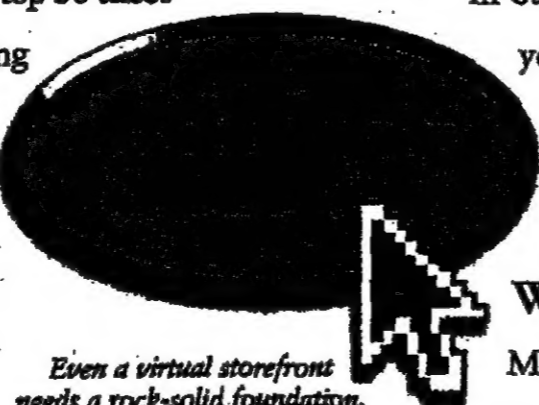
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IMPEACHMENT PROSECUTORS' APPEAL FALLS ON DEAF EARS AS SENATORS FOCUS ON DRUMMING UP SUPPORT FOR CENSURE MOTION

Republicans in plea to convict Clinton

By Mark Suzman in Washington

Republican prosecutors yesterday made a final, impassioned appeal to the Senate to convict President Bill Clinton and throw him out of office, insisting he had committed grave, impeachable offences in covering up his affair with Monica Lewinsky.

In a series of brief closing statements, the 13 trial "managers" from the House of Representatives repeated their argument that Mr Clinton

had committed perjury and obstructed justice. They warned that if he was not convicted the constitution would be seriously damaged.

James Sensenbrenner, a Republican congressman from Wisconsin, said that the prosecutors were not pursuing a political vendetta against Mr Clinton, but believed in the need to protect the rule of law in US society.

"The impact of allowing the president to stand above the law will be felt for generations to come," he warned.

But the assembled senators appeared more interested in planning what should follow Mr Clinton's expected acquittal than listening one more time to a recital of the allegations against him.

With both charges expected to fall well short of the two-thirds majority required for conviction, Democrats are trying to drum up Republican support for a censure motion that would allow the Senate to condemn Mr Clinton's

behaviour even if they do not remove him from office.

Tom Daschle, Senate minority leader, said he hoped to be able to bring up the censure proposal as soon as the trial ended. However, under the body's complex procedural rules that would require unanimous consent and at least one Republican - Phil Gramm of Texas - has warned he would try to block any such attempt on the grounds that it was unconstitutional.

The White House said that any decision about censure was the prerogative of the Senate and that it would not try to interfere. Mr Clinton's lawyers also indicated that they expected to keep their closing arguments - which were due to follow the prosecutors - as short as possible.

The Senate is expected to begin deliberating the case tomorrow with a final vote expected as soon as Thursday.

Although Democrats and some Republicans favour making the proceedings public, it remained unclear yesterday whether a formal proposal to do so would be approved by the full Senate.

Two senators - Pat Leahy of Vermont for the Democrats and Ted Stevens of Alaska for Republicans - missed the closing arguments to join the US delegation to King Hussein's funeral in Jordan.

However, they were expected to be back in Washington in time for the start of final deliberations this morning.

Ottawa pact puts Quebec further out on a limb

By Edward Alden in Toronto

The unravelling of Canada's already fragile federation could prove to have been hastened last week by a move specifically designed to tie the provinces closer to Ottawa.

The federal government and the nine English-speaking provinces signed a three-year pact spelling out rules for federal and provincial co-operation on social programme spending. While not a formal constitutional amendment, it will have the identical effect of setting out the rights and obligations of the two levels of government in some of the most important areas of public policy.

But French-speaking Quebec refused to be part of that arrangement, calling it an unwarranted extension of Ottawa's authority into provincial jurisdiction.

The province once again finds itself isolated from the rest of the country, much as it was in 1982 when it refused to sign the new constitution agreed by Ottawa and the other provinces. Even Jean Charest, Quebec opposition leader and a close

ally of the federal Liberals, said he would not have signed the agreement.

The undertaking is meant to resolve a continued source of tension between the two levels of government while health, education and welfare spending all fall under provincial jurisdiction. Ottawa collects the lion's share of tax dollars and has used that money to assert national priorities in those areas.

Quebec and the other provinces were particularly annoyed by the so-called millennium fund set up last year, which will offer federal aid directly to university students across the country.

Last week's deal, sweetened by Ottawa's promise to restore several billion dollars in cuts to healthcare spending, for the first time formally acknowledges the federal government's right to establish national social programmes without provincial consent. In the case of shared-cost programmes, at least six of the 10 provinces must agree before a new initiative is launched.

Quebec had demanded the right to opt out of such initiatives with full financial compensation, meaning that Ottawa would have been obliged to hand money over to the provinces without any influence on spending.



Jean Charest would not have signed agreement

Reuters

That resulted in a clash with

British Columbia, for instance, several years ago enacted a three-month waiting period for out-of-province migrants who seek to collect welfare, a move meant to stem the flow of welfare recipients from colder parts of the country.

That resulted in a clash with

Ottawa before the province finally withdrew the waiting period.

Provincial governments have also been restricting student loans to provincial residents who study within the province, discouraging university students from leaving their home province.

While the cracks are still rather small, Ottawa feared that without a clear agreement, the provinces would continue to enact measures favouring their own residents at the expense of other Canadians.

Robert Howse, a University of Toronto expert on federal-provincial relations, thinks the agreement is a

creative response to one of the fundamental dilemmas of Canadian politics: how to satisfy Quebec's demands for greater autonomy without severely weakening Ottawa's authority in the rest of the country.

But the day after the agreement was signed, Ottawa was not exactly holding out an olive branch to Quebec.

Stéphane Dion, the federal minister of intergovernmental affairs, said if Quebec did not want to participate in future shared-cost programmes, it was under no obligation to do so. But neither, he pointed out, would Quebec get any money from Ottawa.

Further blow for Mexico's PRI

By Andrea Mandel-Campbell in Mexico City

Mexico's Institutional Revolutionary party (PRI) lost yet another state governorship to the leftwing opposition in elections over the weekend, raising the prospect of defeat in upcoming presidential elections in 2000.

According to preliminary electoral results, Leonel Cota Montaño, candidate for the opposition coalition led by the Democratic Revolutionary party (PRD), held a 20 percentage point advantage over his leading PRI rival for the governor's seat in Baja California Sur. The more conservative National Action party (PAN), was nearly wiped off the electoral map, taking less than 7 per cent of the vote despite previous strong showings in the state.

Mr Cota Montaño, a former member of the PRI, defected to the opposition, taking several party supporters with him, after losing the PRI nomination for governor. The one-time mayor for the capital of La Paz is the third PRI member in recent months to go on to win a state governorship for the rival PRD after protesting about the party's undemocratic process for choosing candidates.

Despite assurances by President Ernesto Zedillo to make the PRI more democratic, party nominations have fallen prey to internal manipulation, say dissident members. In Baja California Sur, Mr Cota Montaño claimed the PRI's candidate won the nomination with the tacit backing and financial support of the current governor. Nonetheless, the PRI managed to narrowly hang on to the governor's seat in the state of Guerrero in a second election on Sunday. The PRI's candidate, René Juárez Cisneros, led the PRD by a slim 4.6 per cent margin according to preliminary results.

The hotly contested elections have shown the first significant challenge to the PRI. The close results, however, raise the spectre of violence in the state, where electoral outcomes are often thought to be manipulated. The Popular Revolutionary Army (EPN), a guerrilla group based in Guerrero, has threatened to take up arms again if there is any evidence of vote tampering.

Brazil suffers hangover after dollar borrowing binge

The sharp fall in the Real following last month's flotation has turned cheap consumer loans into an expensive nightmare with financial institutions facing huge losses. Richard Lapper reports

A binge of borrowing over the past few years by Brazilians with a new-found confidence in the future has landed the country's financial system with a multi-million dollar headache.

Attracted by the lower interest rate than that for the Real, middle class Brazilians borrowed US dollars liberally to pay for cars, fridges, freezers and personal computers. When the Real was forced to float last month and fell sharply, servicing the debt became a nightmare.

Now Brazil's financial institutions face huge losses on the estimated 40 per cent of their loans that are tied to the dollar in this way.

Celina Vansetti, senior banking analyst at Moody's Investor Services, the credit

rating agency, says non-performing consumer loans could amount to about 30 per cent - some R\$8bn (\$4.3bn) - of the total advanced by banks, financing and leasing companies. She says personal consumer loans and leasing amounted to about 3 per cent of gross domestic product at the beginning of 1998, up from 1 per cent in 1994.

Non-performing loans have been increasing since October 1997, when Brazil was first hit by the crisis in south-east Asia.

"The situation is now much worse than it was before," she says. "People with dollar-indexed loans are very worried," says Marcelo Medeiros, a São Paulo-based lawyer, many of whose clients are seeking to renegotiate their loans.

From my point of view the more problems the better but many people are in difficulty."

Daniela Hammarat, a 27-year-old lawyer, for example, borrowed \$21,000 to buy her first car nearly two years ago. She says the fall in the value of the Real has increased the amount of her monthly repayments from R\$950 to R\$1,600 a month. "I didn't pay the instalment for February because it's a very big increase and we can't afford it."

Mr Medeiros says that few borrowers sought financial advice before contracting dollar loans. Even more sophisticated borrowers were caught out by the scale of the devaluation. The Real fell from R\$12 to as low as R\$2.1 to the dollar

before recovering to around R\$1.80 over the past few days.

Brazil's embryonic consumer finance market has grown rapidly in recent years.

The country's financial problems have been deteriorating for more than a year but until last month many Brazilians were still enjoying the relative economic stability ushered in by President Fernando Henrique Cardoso's Real plan in 1994.

With their currency loosely pegged to the dollar and inflation falling to its lowest levels for decades, newly confident Brazilians provided a ready market for banks, finance and leasing companies eager for opportunities to expand.

"Everybody was doing this as a business strategy," says Ms Vansetti, at Moody's. "Making loans was easy and many people went into dollar contracts." Analysts say Brazilian

bank are well provisioned against losses but suggest that some smaller lenders - who have grown rapidly in this market segment - could be vulnerable.

To make matters worse for the banks, some Brazilian judges have ruled that borrowers can make repayments at the exchange rate that existed when they took out loans. And last week Brazil's government entered the fray when Renan Calheiros, the justice minister, presented a proposal to the Leasing Companies Association that contracts be frozen until April at the R\$1.21 to the dollar rate of the end of the year.

"The borrowers are saying we contracted debt based on certain assumptions and we are not going to pay for... this craziness," says Liege Andre, an insurance agent who has several leasing companies among her clients. "This will be a hell of a fight."

NEWS DIGEST

US DRUGS STRATEGY

Clinton outlines plan to halve problem by 2007

The Clinton administration yesterday outlined a plan to halve the US's drug problem by 2007. Vice-president Al Gore said the strategy would provide hope for youngsters, treatment for prisoners and would crack down on traffickers.

Mr Gore said drug use by adults was half its 1979 level "but when drug dealers still roam our streets and rob our children of their dreams, and drug-related crime still ravages so many of our neighbourhoods, we know that we have barely begun."

The plan includes nearly \$18bn to be spent this year by the federal government. In a message to Congress, President Bill Clinton said that among the positive signs was a growing view among young people that drugs were risky, and a continuing decline in cocaine production overseas.

The five parts of the administration plan are educating children, decreasing the addicted population, breaking the cycle of drugs and crime, securing US borders from drugs and reducing the drug supply. AP, Washington

VENEZUELA CORRUPTION

Chávez reforms security force

Hugo Chávez, who has been Venezuela's president for only a week, yesterday launched an overhaul of the national security force in an early effort to fulfil his campaign pledge of ending corruption and wasteful spending in public institutions.

The state security force, Disip, yesterday withdrew some 400 police officers largely acting as personal bodyguards and chauffeurs for politicians and former public employees, some of them Mr Chávez's political adversaries.

Among the congressmen stripped of their personal security was Henry Ramos Allup, head of the congressional faction of the social democratic Acción Democrática (AD) party, which Mr Chávez has accused of corruption and mispending public funds during decades of government.

The Chávez government insists the move will save several million dollars annually and forms part of its plans to cut spending and bureaucracy. Yet many, particularly in the business community, fear Mr Chávez's direct confrontation with political parties and elites could be a source of instability in coming months. Raymond Collitt, Caracas

FILM DISTRIBUTION

US to probe studio tactics

The US Justice Department is investigating film distribution tactics used by leading studios to capture big opening weekend audiences and generate the headlines which attract even more viewers in the following days and weeks.

Department officials said letters sent to the studios and cinema chains last week were the first stage of a probe into "possible anti-competitive" practices.

The marketing plays include the granting of exclusive exhibition rights in specific regions, and package deals in which a cinema chain can show a likely hit if it also agrees to screen films with a less certain future.

The department letter, which asked for details of deals over the past three years, also asked for information about the studios' financial interests in cinema chains. The questioned practices have evolved in recent years as new sites of box office revenues - big numbers are commonly interpreted as signalling a hit - have tended to supersede critics' reviews as the main factor influencing consumers' choices.

Specialist and some consumer media now use early ticket sales data to declare films hits or misses within days of their launch. As a result, the traditional definition of a "wide" opening - on 800 or more screens - has now expanded to encompass 2,000 or more screens. Christopher Parkes, Los Angeles

FINANCIAL STATEMENTS

Stringent safeguards urged

The boards of American companies should adopt more stringent safeguards to ensure the quality of their financial statements, a high-level panel set up by Securities and Exchange Commission said yesterday.

The new controls have already received strong support from the New York Stock Exchange and the National Association of Securities Dealers, which operates the Nasdaq stock market, making it likely that companies will eventually be forced to follow them.

The proposals mark the latest phase in the campaign by Arthur Levitt, chairman of the Securities and Exchange Commission, to boost the quality of American financial statements.

Yesterday, a committee set up by the SEC last September produced 10 recommendations for how companies should set up and run their audit committees - the board-level groups whose job it is to make sure that financial statements are complete and accurate.

These include a requirement that all members of the committee should be totally independent from the company, and a rule that members of the committee should be "financially literate". Richard Waters, New York



W

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THE ECONOMY POOR PERFORMANCE MAY HAVE UNDERMINED OVERALL GROWTH IN FINAL QUARTER OF LAST YEAR

Factory output falls in December

By Richard Adams and Christopher Adams

A dismal December for the manufacturing sector may have undermined overall economic growth during the final quarter of last year.

Factory output fell 0.6 per cent in December, compared with a year earlier, according to the Office for National Statistics.

Manufacturing activity fell by 1.8 per cent in the fourth quarter compared to the third, while overall industrial output shrank by 0.9 per cent in the same period.

Garry Young, senior research fellow at the National Institute of Economic and Social Research, said the figures pointed to slower growth in the fourth quarter than the initial 0.3 per cent increase in GDP estimated by the ONS.

"Overall, the picture is flat, rather than showing a decline in GDP. That is still consistent with a soft landing scenario," Mr Young said.

The institute now estimates there was no growth in output during the fourth quarter and growth of just

0.1 per cent in the three months to January, calculated at market prices.

The ONS said 11 out of 14 manufacturing categories showed lower output in December. Textiles, metal products and transport equipment turned in the worst performances. One of the few bright spots for the industry was the expanded production of mobile telephones, thanks to their popularity as Christmas presents last year.

Manufacturers' profits were also pinched, as the price of goods leaving the

factory gate also dipped. The ONS revised down output prices to a yearly fall of 0.1 per cent in December, after initial estimates that prices were static.

The December revision means that 1998 saw the first year-on-year fall in the sales price of manufactured products in the UK since records began in 1968.

Consumer spending continues to help support the economy.

In its monthly survey, published today, the British Retail Consortium says the value of sales in January

rose 2.5 per cent in January from a year ago.

The buoyant performance – the biggest increase since May last year – was helped by bargain-hunters as steep discounting in the New Year sales attracted reluctant shoppers.

Ciaran Barr, UK economist at Deutsche Bank, said the best news for the economy was the apparent slowdown in wages growth during January. Income Data Services' pay databank showed the average growth in pay has fallen below 4 per cent for the first time since July.

Interest rate cuts boost fund managers' optimism

By Jane Martinson, Investment Correspondent

Fund managers in the UK have become markedly more optimistic about the domestic economy, largely as a result of falling interest rates.

A third of UK managers surveyed in a poll published yesterday by Merrill Lynch, the US investment bank, believe the economy will improve over the coming year. This compares to a low of 3 per cent in September.

Trevor Greetham, global strategist at Merrill Lynch, said: "The agenda is moving very rapidly away from whether there will be a recession towards how strong the upturn will be."

The survey – of UK managers with total assets of £1,337bn (£2,182bn) – was carried out by Gallup, the market research group, just before last week's 50 basis point cut in interest rates.

The base rate cut is unlikely to have been enough, according to most of the fund managers. The consensus forecast for rates next year is 5.1 per cent, down from 5.5 per cent today.

The survey covered 297 institutions worldwide, with assets totalling \$6,232bn. It found increased levels of economic optimism around the world over the past month.

Perhaps most significantly, eight out of 10 US fund managers expect last month's Brazilian devaluation to have no impact on domestic growth and corporate earnings in the US. This confidence suggests fund managers believe the US stock market's ability to shrug off turmoil in Asia and Russia will be repeated closer to home.

"US managers are beginning to think the US is immune to everything," said Mr Greetham yesterday.

In contrast, 36 per cent of the fund managers questioned in Japan thought Brazil would have a significantly negative impact on the US economy.

The average earnings forecast for UK companies in 1999 has risen from 0.8 per cent to 1.6 per cent in the past month.

Fund managers expect this to rise to 5.3 per cent next year.

The number of UK fund managers expecting an upturn in the economy is still down from the beginning of 1997, however. Few fund managers, 6 per cent, expect a rising inflation rate in the UK.

BASF chief aims to get the chemistry right in shake-up

Don Yorborough is using technology and empowerment to restructure working practices at the English plant. Chris Tighe talks to him

Many UK plants face the problems of over-supply and price pressures that have prompted BASF, the German chemicals company, to undertake a business process re-engineering project at its site in north-east England.

It hopes the project at its Seal Sands site will secure its future despite tough global market conditions for its product, acrylonitrile.

But Don Yorborough, the Seal Sands director, is unimpressed by conventional approaches to redundancies. "It takes the ones at the bottom and chucks them out, then at the top of the economic cycle they creep back in; it doesn't change the way the work is done, make things more efficient," he explains.

Mr Yorborough arrived in the north-east almost a year ago from the US, where he had implemented business process re-engineering at



Hard-headed: Don Yorborough says the changes leave no room for management dissent. North News

anxiety is mixed with other tensions.

In addition to the redundancies, the familiar jobs hierarchy is to be replaced by "process owners", "coaches" and self-directed teams of employees.

At Seal Sands Mr Yorborough found a site that had made multi-million pound losses for the past two years – BASF declines to reveal how much – and was projected to do so for the next three.

He held discussions with senior management and, having enlisted his superiors' support, took senior

managers to the US for a week's training.

Any lingering doubts over the process among the managers were ironed out in June. "Had they not agreed, they would have had to leave the management team," Mr Yorborough says.

The project selected its design team in August, from all employee levels. They knew the site's heavy losses meant it was unlikely to survive without change.

Not all employees are impressed. "They're taking a group of people from the shop floor, giving them seven days' training in Bos-

ton, then putting the future of the site and the workforce in their hands," says one. "It would have been better to let the managers sort it out."

But the TGWU, the trade union, disagrees. Mike Brider, the local official, applauds the principles of self-directed teams and employee involvement in big decision-making.

Mr Yorborough insists the site has a future and £30m (\$40m) capital expenditure is planned in the next three years. He also has faith that employees will become converts to business process re-engineering.

Ireland parties snub call for US mediation

By John Harney Brown in Dublin and Jenny Burns in London

The British government yesterday launched a series of meetings with Northern Ireland political parties to seek a formula to end the dispute over paramilitary arms that threatens to derail the peace process.

Politicians on both sides dismissed a suggestion from Mary Harney, deputy prime minister of the Irish Repub-

lic that George Mitchell, the former US senator, should be invited to help resolve the dispute. The Ulster Unionist party, the biggest pro-British party in the region, said it would not take up its seats if the government moved to set up the new Northern Ireland administration without IRA decommissioning.

Ms Harney, speaking during an Irish republic trade promotion trip to Australia, said: "It may well come to an American intervention to

resolve outstanding differences."

Mr Mitchell, a former Democrat majority leader in the Senate, chaired talks that led to the April 1998 peace agreement.

"We have to call on those who have had the capacity in the past to deal with situations like this," Ms Harney said. "It may well be time for Senator George Mitchell to deal with these negotiations."

The suggestion was

rejected by Gerry Adams, president of Sinn Féin, the political wing of the Irish Republican Army, and David Trimble, first minister in the new administration and leader of the DUP.

A senior DUP official said it would seek to have Sinn Féin expelled. If that failed because of a lack of support from the moderate nationalist SDLP, the DUP would call for a review of the agreement. Mr Trimble said he did not expect Sinn Féin to

"finally discharge their obligations until the last minute."

But he said it was important the two governments increased the pressure on the republicans ahead of the March 10 deadline for transferring powers to the new institutions.

Mr Trimble is facing a party executive meeting this weekend and unionist opinion has hardened, alongside the upsurge in paramilitary violence.

Trade unions step up pressure for euro participation

By Robert Taylor, Employment Editor

The question of UK participation in the euro "will become increasingly pressing", says John Monks, the general secretary of the Trades Union Congress, in a forthcoming report on preparing the UK for the common currency.

"The euro is not just another foreign currency," writes Mr Monks, warning it

will make an increasing impact on investment, company restructuring and jobs in the UK.

The TUC has been pressing for early accession to the newly-formed euro-zone of 11 of the 15 European Union states. It is planning a spring conference on the issue and further debate at the TUC's September congress.

The document, which mainly spells out the practicalities of Euro, and its

impact on the UK, highlights the difficulties facing the UK economy as long as it remains outside the euro.

The TUC partly blames the high exchange value of the pound on the fact that the UK is "not expected to enter Euro until some time after 2001-02 at the earliest". It adds that the 11 countries in the euro-zone are "unlikely to accept as a member any country whose currency is subject to violent swings".

The report also warns that "any attempt by the UK to engage in competitive devaluation of the pound against the euro would attract heavy reactions against us irrespective of obligations under EU single market rules and would in turn undermine further our attractiveness for inward investment, which is already weakened by our non-participation in the first wave".

The TUC believes the

arrival of the euro will intensify the development of social policies designed to protect workers and tackle unemployment. It also believes moves will be made towards Europe-wide collective bargaining. "Cross-border areas are likely to be among the first to see the effects of the introduction of the euro on wages," says the report. "Wage comparability, once workers are paid in the same currency, will be trans-

parent and this will affect workers in European multinational companies."

The TUC recognises "differences in productivity levels and in the rate of productivity increases between countries, regions and sectors will feature in European wage developments", so it will be hard to predict the pace of Euro-bargaining. But the TUC believes UK trade unions must prepare themselves for this.

NEWS DIGEST

ROYAL COURT OF JERSEY

Trust chief jailed for 5½ years after admitting fraud

A trust administrator who defrauded clients of £2.75m (\$4.5m) over 12 years was jailed for 5½ years yesterday by the Royal Court in Jersey, the biggest of the Channel Islands between England and France. Raymond Bellows, 65, pleaded guilty to 27 charges of fraudulent conversion and one of obtaining money by false pretences. The court heard that Mr Bellows used the money to fund his lifestyle and invest in a number of unsuccessful schemes, including a Swiss hotel in Glarus which has since failed. The court heard that Mr Bellows had control of clients' funds and was able to authorise payments from their accounts. He took £5.1m from 42 client trusts and companies, using half the money to restore some of the defrauded accounts.

His scheme was discovered by Clive Guilfoi, co-director, in 1996 but that did not stop Mr Bellows obtaining a further \$500,000 by false pretences from the Midland Bank the following month. He told the bank he needed the money to repay a loan used to invest in a book and CD-Rom business. In fact, he used it to repay a client account he had defrauded in an attempt to avoid detection. The court said that the offshore centre's reputation and integrity were of paramount importance. Mr Bellows' counsel asked for a sentence of five years saying his clients' age, previous good character, and full co-operation should be taken into account. Philip Jaume, Jersey

ROYAL AUTOMOBILE CLUB

Legal actions 'may deter bids'

Disident members' legal actions against the Royal Automobile Club could deter some companies from bidding for its motoring services arm, sources close to the deal said yesterday. Five legal actions are under way against the RAC – four in the UK and one in the US – by overseas and retired members and widows of members. They are angry at being excluded from a payout of up to £35,000 (\$57,400) from the disposal of the RAC's motoring services division. This could mean the RAC being forced to settle for a stock market listing valuing it at an estimated £330m, compared with £400m or more that a trade sale might be expected to raise. The RAC last week unveiled plans to seek a listing, while continuing to seek a trade sale. A ruling from the Monopolies and Mergers Commission has effectively ruled out a sale to Cendant, the US business and consumer services group.

Cendant would have been forced to sell its Green Flag motoring arm, defeating the object of purchasing the RAC business. Charles Batchelor, London

OCCUPATIONAL PENSIONS

Study highlights jobs risk

Men with final-salary occupational pension schemes run a greater chance of being thrown out of work in their late fifties than those without, a study of unemployment among older men has found. "Occupational pensions are associated with lower employment rates among people in their 40s, 50s and 60s," says the study from the Centre for Analysis of Social Exclusion at the London School of Economics. "Pension scheme membership makes it more likely that people on higher earnings will be offered early retirement by employers trying to reduce the costs of making salary-related pension contributions," the study concludes. "People with above-average wages but no occupational pension have the lowest risk of being displaced." The sharp decline in employment among the over 55s – 40 per cent now in the UK are without work – means pension provision is being hit two ways: people are progressively living longer and therefore needing more retirement saving just as working life, and thus the time to pay for pensions both publicly and privately, is contracting. Nicholas Timmins, London

CAR IMPORTS

Lada poised for comeback

The Lada car is to return to the UK this year after two-year absence. Thanks to improvements in car design and the devaluation of the rouble, AvtoVAZ, the giant Russian manufacturer, believes the Lada is ready for a comeback. AvtoVAZ sold more than 20,000 cars a year in the UK in the 1980s, before sales collapsed in the face of competition. AvtoVAZ said the new VAZ 2110 model would be exhibited at a motor show in London in June. The first Lada was sold in the UK in 1973 and enjoyed a cult following among frugal drivers. But the Lada's rapidly-ageing design and reputation for unreliability turned it into a comedy legend. John Thornhill, Moscow



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INFORMATION TECHNOLOGY

TIM JACKSON
ON THE WEB

Healthy margins in the long run

Internet retailers that survive the coming consolidation of the sector should reap substantial rewards

Unless you are an accountant, you may be tempted to stop reading right here. But pause before you do so. The valuations of many internet businesses, particularly those that use the web to sell things to consumers, depend on two assumptions: galloping growth as far as the eye can see, and gross margins that sustain or improve over time.

From Amazon.com downwards, many companies have convinced investors that their inability to make money now does not matter - because it is easier to build a big, profitable business from one that is big but unprofitable than from one that is small but profitable.

If their ability to deliver acceptable long-term margins is in doubt, however, internet retailers look like an unattractive investment - because the expected future stream of earnings on which all share prices depend suddenly begins to look a great deal smaller.

A growing number of commentators have become doubters. They argue that as the internet matures, even retailers as strong as Amazon.com will find it impossible to sustain current margins, let alone increase them.

Support for this pessimistic view can be

found at the web site www.onsale.com. Onsale, a leading online auctioneer, enjoyed one brief quarter of profitability immediately before it went public in spring 1997, but has not made money since. The company's latest approach to improving its margins is a new service called "atCost", in which the company sells products to customers at its own cost price, as guaranteed by a big accounting firm, adding on only a "processing fee" of up to \$10 per item which it claims represents its profit on the transaction.

To be fair, it isn't quite at cost. Onsale should also be able to squeeze some margin from a 2.4 per cent credit-card surcharge (compared with 1.6 per cent or less for many big retailers), from advertising on its web site, and from full-rate UPS shipping (compared with the heavily discounted prices paid by customers of its size).

Another online retailer, Buy.Com, has abandoned the quest for traditional retail margins altogether. Instead, the company sells a range of products, from books to computers, effectively at wholesale prices, making its money from web advertising and from fees paid by the big distributors to whom it channels fulfilment of customers' orders.

Buy.Com's unusual model has been rewarded by a quick increase in sales - the fastest in history, the company claims - and an equally quick increase in the price venture capitalists have paid for its shares. Softbank Holdings, which



has many successful online investments, acquired 10.25 per cent of the company for \$20m last August through an affiliate, and then paid \$40m for another 9.9 per cent barely a month later.

Do businesses like these prove that retail margins on the web will go the way of charges for public toilets? Not necessarily. It is true that these two companies are pioneering a new business model, where the inventory stays with the wholesaler and the retailer is merely an aggregator. But this is little different from modern department stores, which are not so much retailers as property companies that rent out highly priced branded space to multiple boutiques.

Web investors need to remember two key underlying facts. First, the barriers to entry in web retailing are high and rising. Except for a tiny number of ideas that are new enough to get free publicity, most new web businesses need to spend heavily on marketing to be heard above the background din.

Second, customers care about more than just price. Consistently good service and easy web site navigation are both expensive and difficult to achieve. Buyers will give a new retailer only a matter of seconds before losing patience with bad page design; and two orders where the package fails to arrive on time are usually enough to lose an account.

On the web, brand takes the place of geographical proximity. When you want to buy a pack of Frosties at midnight, you are more likely to buy from the local convenience store than to scour the entire city looking for the cheapest cereal. Likewise, someone who wants a book in a hurry will be more likely to buy from a web site whose name they remember, like Amazon.com, than from a slightly cheaper competitor whose delivery promises may not be met.

To be fair, buyers are much more price sensitive when buying occasional big-ticket items; that's why margin erosion will probably always be more intense on computers than books.

But as I see it, the worries about web retailers' margins are evidence of an accelerated move through the typical life cycle of a new industry. Innovation of the new service, selling over the web, is now being followed by intense price competition. Market consolidation will not be in full swing until large numbers of e-commerce businesses shut after burning through tens of millions of dollars of investors' money.

But when consolidation is complete, the cost of setting up a web retailing operation will probably have risen from the tens to the hundreds of millions of dollars. And the margins of the fighters left standing might not be too bad.

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Easy-to-read display for Palm challenger

Palm PCs running Microsoft's Windows CE operating system represent a potential challenge to 3Com's highly successful Palm unit which dominates the pocket PC market.

Now Microsoft has added colour support to its Palm PC operating system, enabling Hewlett-Packard to launch the Jornada 420 which it claims is the first Windows CE palm-sized PC to have an easy-to-read colour display.

HP says the 256-colour, 240 x 320 pixel screen markedly improves readability over previous monochrome models and that its light weight, 250g (8.81oz) and compact size - 13cm by 8.1cm by 2.2cm (5.1in by 3.2in by 0.9in) - allows it to be carried easily.

A configurable start button permits quick, single-handed use, and a transparent flip-up cover protects the screen. The Jornada 420 is expected to cost \$399 (\$658) when it goes on sale in some European countries next month.

www.hp.com/jornada

Quick set-up microserver

As corporate intranets and use of the internet expand, the demand for low-cost servers and server

appliances continues to grow.

Cobalt Networks, a start-up company in Mountain View, California, founded in 1996, spotted the opportunity for a range of microserver machines designed to "offer a complete, easy-to-use set of communication and collaboration services at truly affordable prices".

The company's new Cobalt Cube 2 comes pre-configured with the Linux 2.0 operating system which the company claims means it can be set up from its box in under 15 minutes. It comes with application software including Apache

1.3 web server together with e-mail, file sharing and discussion group software.

Other out-of-the-box Cobalt machines include an ISDN Cube which includes an ISDN router

communication device and Cache Cube designed to optimise available bandwidth for internet service providers, businesses and schools.

www.cobaltnet.com

Simpler life on the home front

"Home control" systems for switching domestic appliances on and off remotely or on a timer have been available in the US for some time and are used by an estimated 5m households.

The technology uses existing household electrical circuits so does not require any re-wiring. A company called Home Control has launched three starter kits in Europe.

The Take Control PC is aimed at the 8.4m households in Britain who own a home PC and enables the user to build "macros" to control devices using a PC-based program.

The Easy Life remote control allows the user to switch 16 appliances on and off while the Free Time controller looks like a clock radio and provides control over up to eight appliances. Further information from Corica Communications, UK: tel 01179493394, fax 01179493395

Launch of CD duplicator

Making multiple copies of software or other digital material stored on a CD-Rom can be time consuming and difficult. However LaCie, the French mass storage specialist, has launched a

generation of multi-purpose CD duplicators that simply require a single button to be pushed. The Dupli-121, for example, combines a standalone one-to-one CD duplicator, a multi-read 56x CD-Rom drive and a 4x48x CD-R (writable CD-Rom) drive.

The machine takes just 18 minutes to copy a full CD. The Dupli-121 costs £700. www.lacie.com

Organiser gains data input

Franklin Electronic Publishers, Starfish Software and Japan's Citizen Watch Company had a surprise hit when they teamed up to produce a credit-card-sized business organiser called the Rex PC Companion last year.

The Rex plugs into a portable PC's PC-Card slot or a docking station attached to a desktop machine in order to download contact names, phone numbers, appointments and other stored data which can then be read back while on the move.

However, the first generation of Rex devices lacked any facility to input data directly. For those that require this facility the manufacturers have now launched the Rex Pro. It costs £170 in the UK. www.franklin.com/rex

Paul Taylor

PEOPLE ON THE MOVE

Fainé to succeed Vilarasau at La Caixa

The succession to the top executive post at La Caixa, Spain's biggest savings bank, has been decided in favour of Jaume Fainé, assistant managing director for 16 years.

He succeeds Josep Vilarasau, the main architect of the Catalan group's recent expansion, who decided to retire from the post two years early and has been chairman, a non-executive position.

He in turn replaces Juan Antonio Samaranch, the embattled president of the International Olympic Committee, who stood down to make room for him. Samaranch, who was appointed to the powerful Barcelona-based savings bank after the city won its bid to stage the 1992 summer games, insisted that the move was unconnected to the furor over alleged corruption involving IOC members.

Fainé, 56, who trained at Harvard and Barcelona's IESE graduate business school, came to La Caixa after a succession of senior posts in different banks. He is also chairman of motorway concession company Acesa, in which La Caixa is the main shareholder. His board posts include a vice-chairmanship at Telefonía, the telecommunications operator.

The managing director's post is a coveted one in Catalonia, where La Caixa enjoys a high profile not only through its dominant role in the banking sector but also because of its wide-ranging social, educational and cultural programmes.

Antonio Brufau, 50, who previously held the same title as Fainé, meanwhile becomes managing director of La Caixa's industrial interests. Brufau, who is chairman of Gas Natural, the gas group, is a relative newcomer at La Caixa - he joined from Arthur Andersen in 1988.

David White, Madrid

CSFB snares Schneider chief

Didier Pineau-Valencienne, the veteran French industrialist and one of the few with a spell behind bars on his CV, has made his decision about life after Schneider, the electrical equipment maker he headed for 18 years.

He retires as chairman this month, having handed over the executive reins last week.

After sifting more than 10 international offers (but

none, apparently, from French companies), Pineau-Valencienne has opted to become the 10th vice-chairman at Credit Suisse First Boston, the Swiss-US investment bank.

Based in London, he will use his senior contacts to bring in mergers and acquisitions business for CSFB, which, as it happens, does not count Schneider among its clients.

Pineau-Valencienne made headlines in 1994 when Belgian authorities detained him in prison for 12 days after he went to Brussels to help an investigation into alleged financial misdoings at Schneider's Belgian subsidiary.

The investigation that led to the curious episode has never officially been closed but the authorities have been silent on the subject for three years.

These days Pineau-Valencienne travels as freely to Belgium as anywhere else.

Clay Harris, London

McLure to build Pictet business

More than a century ago the Morgans, Mellons and Rockefellers set up their own banks to manage their American family fortunes. But these days even the world's wealthiest families balk at having to establish private banks to manage their family affairs and are seeking to outsource an increasingly complex task.

Morag McLure, a Scottish lawyer, has been hired by Pictet & Cie, the Geneva private bank, to expand its "family office" service into Germany, France, Italy and the UK. In the US there are 2,500 private "family offices" specialising in managing private fortunes and the concept is starting to catch on in Europe.

Pictet & Cie and Bank Julius Baer, of Zurich, set up their family offices last year to advise wealthy families on the management of their assets. Pictet is targeting families worth more than \$100m.

Pictet estimates that there are 250 families of those in Switzerland alone that fit its criteria. But it wants to spread its net wider and has recruited McLure, former head of trust and estate planning at Mercury Asset Management, to lead its discreet pitch for the world's billionaires.

Pictet's family office will provide a central port of call for families wanting advice on private wealth management services such as investment consulting, investment reporting and custody, succession planning, tax and financial planning and administration, and bookkeeping.

"Every asset manager around wants the business

of extremely wealthy families," says McLure. She sees one of her department's roles as relieving clients of a lot of the leg work of dealing with several different investment managers. "It is a bit like being a physician," she says.

William Hall, Zurich

Johnsson steps up at Volvo

Volvo, the Swedish automotive group, has named Stefan Johnsson as its chief financial officer. Johnsson, 39, joined the group's executive committee last year as head of strategic and business development - a role he will retain.

Officials said that Johnsson was closely involved in the group's recent decision to sell the car arm, its largest business, to Ford of the US for \$16.5bn (\$6.5bn).

He is also understood to be playing a central role in Volvo's separate pursuit of Scania, its Swedish heavy truck rival. Last month Volvo took a near 13 per cent stake in Scania.

Johnsson succeeds Jan Engström, who last month became president of Volvo Bus. The reshuffle reflects a strategy by Leif Johansson,

PLM after questioning the synergies between the group and Rexam.

Rexam said Emison, 57, would join a new five-man board at PLM. It would include Rolf Björjesson, Rexam chief executive, and the UK group's finance director Michael Hartnell. Björjesson was chief executive at PLM before joining Rexam in 1996.

Tim Burt, Stockholm

Stieffler joins Safeskin board

Jeffrey Stieffler, chairman and chief executive of International Data Response Corporation, has joined the board of Safeskin, the latex and synthetic glove manufacturer.

Stieffler, 52, is a former president and director of American Express. He has just led IDRC into a merger with fellow telemarketing and customer service outsourcing company TeleSpectrum Worldwide, which will form the seventh largest group in the industry when completed.

He is a graduate of Williams College and holds an MBA from Harvard Business School.

Andrew Boudie, London

Moving places

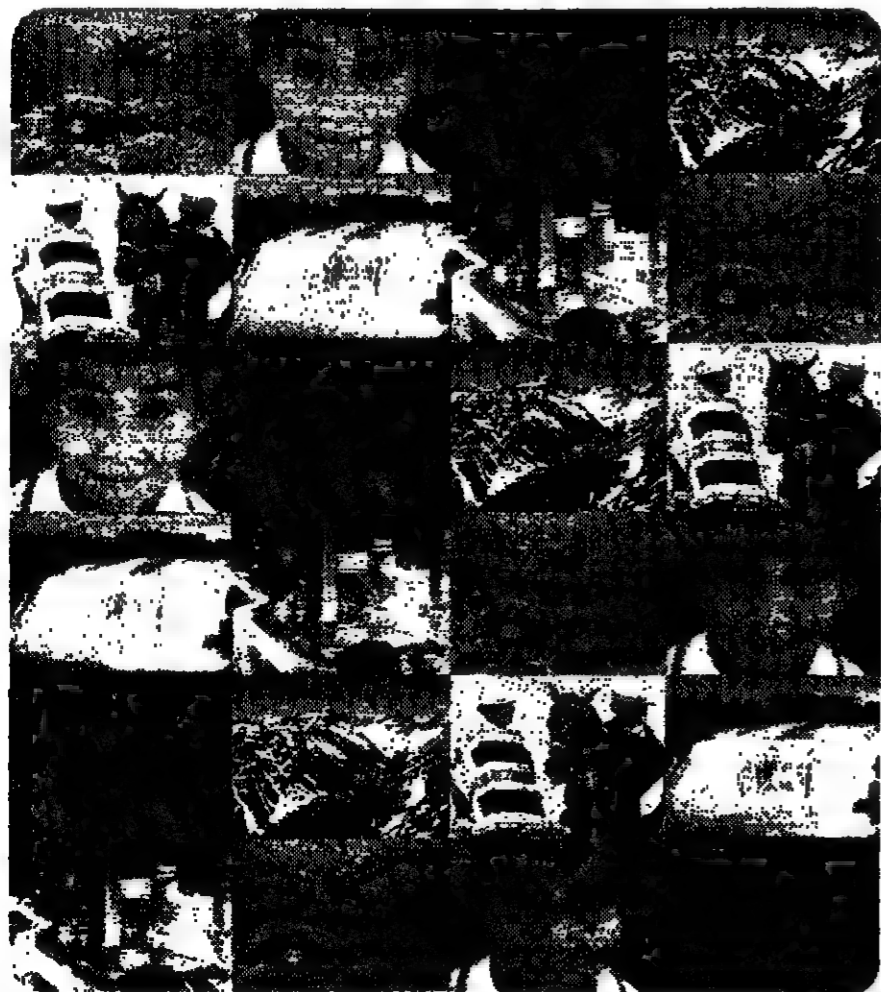
Joseph Anastasio, former managing director of J.P. Morgan's North American operations, has joined The Capital Markets Company as chief executive and chief client partner of its North American operations.

Maarten Hulshoff, 51, chairman of the managing board of the NCM Group is relinquishing his position to take up a new appointment as chief executive of Rabobank International, part of the Dutch group. He will replace Rik van Slingelandt.

AlliedSignal has formed a new European aerospace organisation, called Environmental Control Systems-Europe and has named Philippe Ancelle the organisation's vice-president. The group aligns AlliedSignal's European environmental control systems manufacturing operations into one business.

Chase Manhattan has appointed Christopher Harvey a managing director in its global trading division. Harvey fills a newly created position as head of sales and origination for foreign exchange and derivatives in New York. Harvey was with J.P. Morgan for 15 years.

Novel has appointed Elio Nemes vice-president for Europe, Middle East and Africa. Nemes joins from Sun Microsystems, where he was vice-president, sales operations for Europe, Middle East and Africa.



We are extending our horizons

IBERDROLA, one of the largest private electricity companies in Europe, is also growing in Latin America. IBERDROLA has a presence in 15 countries in Latin America, through its subsidiary companies IBERGEN, IBERINCO and IBERDROLA Sistemas.

It is taking part, together with other partners, in more than 30 ventures in the electricity, gas, water, telecommunications, engineering and service sectors, which provide jobs for over 60,000 people and have more than 22 million customers, with annual sales revenues exceeding 14 billion dollars. With these initiatives and capital expenditure totalling more than 2.1 billion dollars, the IBERDROLA Group is contributing technology and experience towards the continent's growth and is helping to improve the well being of the people of Latin America.



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JP 34-60 150

"From today, Painting is dead," said the French artist, Paul Delaroché, in the 1840s, on first seeing a photograph. Some 70 years on, the young Picasso clearly felt much the same. "I have discovered photography," he said. "Now I can kill myself. I have nothing else to learn."

The fact is that, far from giving up in despair, painters began exploiting the new medium from the start, and have gone on doing so to this day, with artists from Degas and Bonnard to Warhol and Bacon merely conspicuous among countless examples. That Picasso, too, should have been one of them should hardly be a surprise. Indeed it would have been remarkable were he not, especially so given his voracious appetite for new materials, appropriated images, and any fresh means of expression.

If there is any surprise, it lies with the extent of his engagement with photography. At his death in 1973 he left an enormous trove of archival and photographic material, which has slowly been coming to light ever since. The fascinating exhibition now at the Barbican is a summary of the tripartite study, drawn from this mass of private material, which the Musée Picasso in Paris made between 1984 and '96. And if we emerge a little bemused, it is only because what is now so obvious has remained unrecognised for so long.

There is still the feeling in some quarters that to resort to photographs for reference and ideas is something of a cheat, and no doubt there will be a certain pursing of lips among the Picasso-sceptics. But the camera is only a tool, and it is how the artist uses it to serve his purpose that counts. Far from merely lying, it can at times be downright mendacious, and the artist must understand just what it can and cannot do. And in following Picasso through the labyrinth of his life-long interest, we soon realise that he was never photography's creature, never over-reliant or literal in his response – even though his transcription of an image could be very close. But we always have the sense that the judicious exploitation of material leads the artist not back to the photograph, but to the art.

The show is arranged by categories of interest and practice – the use of direct photographic reference such as post-cards, old-master reproductions and personal photographs as a source of imagery; the practical record of work in progress, and studio interiors, that together might lead to further development in the work; images of self and friends; technical experiments with the medium of photography in its direct relation to painting, print-making and collage; and, finally, pictorially-augmented material from



One of the many postcards of West African tribal women (left) which influenced Picasso's imagery for works such as 'Les Femmes d'Alger', and, right, 'Nude with raised arms', 1908

The lens as servant to the master

William Packer explains how photographic references were essential to Picasso's inspired creativity

magazines. Then there are the collaborative exercises with working photographers and film-makers who were also friends – Brassai, Dora Maar, his mistress of the later 1930s, who recorded the progress of 'Guernica'; André Villers and the paper cut-outs repeatedly re-photographed; Glion Mill and the drawings with a point of light in space; and, of course, Clouet and the film they made together, *Le Mystère Picasso*.

While the show is not closely chronological, and certain practices recur throughout – even one of the very last of his paintings, c.1970, of an old man, is

taken, in the loosest and most fiercely expressionistic way, from a photograph – the importance of photography to him in his earlier periods is perhaps the more intriguing. In particular, it has always been accepted that Picasso was strongly influenced by the ethnographical collections he discovered when he arrived in Paris, by African tribal sculpture especially, and it has always been assumed that here he found his principal reference in developing the imagery for 'Les Femmes d'Alger' around 1908 and '98. It is now clear, however, that his inspiration was in large part even more humanly direct, based

highly selectively upon an extensive set of postcard photographs of West African tribal women. Given the context, we see at once the unmistakable reference, and the creative liberties he took with it.

So it goes on. Here is his photograph of his first wife, the dancer Olga Khoklova, sitting elegantly cross-legged in the studio, and there the painting from it that he left unfinished (1918), so close in its particular copying but critically altered in its shifts and emphases; here he is again, a marginal, ambiguous self-portrait silhouette in a tiny studio photograph, and there is the silhouette

again in the large, schematic 'Studio' interior of 1928. Marie-Thérèse Walter, a later mistress-muse, holding a beach-ball, poses on the beach at Dinard for a grotesquely abstracted surrealist figure (1929).

But more intriguing still are the faded, fragile images of studio interior and work in progress, full of atmosphere and mystery, post 'Les Femmes d'Alger', from the Cubist period before the first world war. And in their formal disposition, with the clutter of the studio and the arbitrary overlapping of images upon the wall fracturing and refracting the actual, perceived space, these

images begin to take on something of the quality and purpose of the Cubist adventure itself. More than mere snapshot notes and records, they become, most curiously, integral to the work itself. Was Cubism then, pursued of painterly enquiries, set in part upon what the camera by chance revealed, suggested? Perhaps indeed it was, and photography for Picasso 'The Dark Mirror' of the exhibition's title, through which he would always look, to confirm and rediscover his work, and himself.

Picasso and Photography – The Dark Mirror, Barbican Art Gallery, The Barbican, Silk Street, London EC2, until March 28.

Fine Strauss without the sentimentality

OPERA

ANDREW CLARK

Der Rosenkavalier
Scottish Opera

Lifting the curtain on what promises to be a rich Strauss year, Scottish Opera's *Der Rosenkavalier* sets a standard that will be difficult to beat.

Anyone old enough to remember this company's previous staging with Elizabeth Harwood and Janet Baker, will have approached David McVicar's new production sceptically. But time is a strange thing, as Joan Rodgers's succinct piece of a Marcellin reminded us at the Theatre Royal, Glasgow, on Saturday. In McVicar's brilliantly imagined realisation, we find a performance that not only conveys a sense of tradition renewed; it also

plays tricks on our sense of time, as the evening elapsing by without a single longueur. It's an achievement of which everyone, not least the conductor, Richard Armstrong, can be intensely proud.

McVicar respects the Viennese setting without being slavish to it. His single set – a semi-circular interior of fading imperial grandeur, with just enough gaps to spark the imagination – shows how an impression of many splendoured opulence can be created on a shoestring. The stage has height and depth, and adapts itself perfectly to the needs of each act, wittily so in Fainal's *palais*, where the chairs are identical to Act 1, but with a new *neoclassic* lacquer replacing faded gilt.

The abstract period flavour of Tanya McCallin's costumes blends naturally with this set-

ting, but there's also a hint of modern stylisation – as in the ladies' teased-out, topiary-like hairstyles (far better than powdered wigs) and Anna's black lipstick. Anna turns out to be this production's most original creation, and in a luridly insinuating performance, Joanna Campbell very nearly acts everyone off the stage.

Where McVicar sets himself apart from other producers is his determination to filter out all sentimentality, parody and vulgarity: a high-risk strategy, given that these qualities have long been considered central to the work's charm. So there's no mugging in the first Marcellin episode, no comedy in the *l'esce* and no rustic testosterone in Peter Rose's squire of an Ochs. McVicar even insists on transforming the Marcellin's black page into an adult.

The result is a slow-burning Act 1 in which, nonetheless, the dramatic verisimilitude of each character is established. What McVicar seems to be telling us is that he respects the work's theatrical conventions, but is not interested in the clichés: *Rosenkavalier* has to be more than a superior gag. The comedy comes to life in Act 2, the characters begin to flourish, and the scene is set for a denouement of rare integrity.

McVicar has such an eye for visual style, and is so musical, that it comes as a shock to see how wide of the mark he is with Sophie. Lisa Milne has the bright soprano for the part, but she looks a frazzled tramp. The presentation of the rose doesn't quite work: Sophie is too bedazzled to notice Octavian.

This is one of McVicar's true-to-life observations that can't

quite live up to the true fiction of Strauss/Rotemann. But any Sophie would find it hard to compete with Rodgers's Marcellin, a woman young enough to boast a credible sexual appetite but old enough to behave with emotional maturity.

Rodgers's juicy soprano might not carry so well in a bigger theatre, (or with a less sensitive conductor), but her ability to careen the words proves just as fetching as her *decouillage* in the opening scene – where, to preserve her modesty, the stage direction could benefit from a little fine-tuning. What really distinguishes Rodgers's performance is its musical intelligence, the sincerity of her psychological development, and the dignity with which she sorts out everyone's problems at the end.

The leaner soprano and even leaner figure of Stella Doufexis's Octavian provide the perfect counterpoint. The travesty proportions of this part are seldom so convincingly realised, and

Doufexis oozes natural talent. Rose's Ochs is less a blue-blooded buffoon, more an arrogant aristocrat trying unsuccessfully to sow some wild oats. Rose skates over the words in Act 1, and there's not a breath of dialect; but he emerges a different man after the first interval, and by Act 3 the character is endearingly three-dimensional. There's an entertaining double-act with his illegitimate son (Harry Ward), who – like Andrew Slater's Fainal and Phyllis Cannan's Duenna – is etched in unusually vivid colours.

The bedrock of the performance is Armstrong's thorough preparation of the orchestra and finger-tip command of Strauss's line. We may be used to a plusher string sound, but the myriad wind figures rarely come across as audibly as this, or the Act 3 passagework with such fiery accuracy. When will this conductor's contribution to opera in the UK win the recognition it deserves?

Richard Fairman

INTERNATIONAL

Arts Guide

AMSTERDAM

EXHIBITION

Rijksmuseum
Tel: 31-20-673 2121
Asser: Pioneer of Dutch photography. Nearly 200 photographs, including portraits and still lifes, made by Eduard Isaac Asser (1809-1894). The prints were produced by a variety of techniques with which Asser experimented before devoting his full attention to developing a method of photographic reproduction; to Mar 14

OPERA

Netherlands Opera, Het Muziektheater
Tel: 31-20-551 8971
Carmen: by Bizet. New staging by Andrea Homok, conducted by Edo de Waart. The title role is sung by Carmen Oprisan; Feb 9, 12, 15

BERLIN

Deutsche Oper
Tel: 49-30-34384-01
Faust: by Gounod. Conducted

by Sebastian Lang-Lessing in a staging by John Dew; Feb 12
Manon: by Massenet. Conducted by Sebastian Lang-Lessing in a staging by Cesare Lievi; Feb 13

BRUSSELS

OPERA

La Monnaie
Tel: 32-2-229 1211
Lady Macbeth of Mtsensk: conducted by Antonio Pappano in a new staging by Stein Winge, with sets by Benoit Dugardyn and costumes by Jorge Jara; Feb 10, 12

DALLAS

OPERA

Dallas Opera
Tel: 1-214-443 1000
www.dallasopera.org
La Bohème: by Puccini. Conducted by Antonello Allemandi in a staging by Mark Lamos, with sets by Michael Yeagans; Feb 13

GLASGOW

OPERA

Theatre Royal
Tel: 44-141-532 9000
Scottish Opera: Der Rosenkavalier, by R. Strauss. New staging by David McVicar, conducted by Richard Armstrong. The cast includes Joan Rodgers; Feb 13

HOUSTON

THEATRE

Houston Grand Opera,

Worthing Center
Tel: 1-713-227 2787
www.hga.com
A Little Night Music: by Sondheim. Grant Gershon conducts a production by Michael Leeds, with a cast including Frederica von Stade and Sheri Greenawald; Feb 9, 12, 14

LONDON

CONCERT

Barbican Hall
Tel: 44-171-638 8891
Vienna Symphony Orchestra: conducted by Vladimir Fedoseyev in works by J. Strauss, Mozart and Beethoven; Feb 11

EXHIBITION

Tate Gallery
Tel: 44-171-887 8000
Turner in the Alps: undertaken in 1802, this was Turner's first visit to continental Europe. The exhibition contains 68 works, revealing his initial impressions of the landscapes he encountered; to Feb 14

OPERA

English National Opera, London Coliseum
Tel: 44-171-632 8300
La Traviata: by Verdi. Michael Lloyd conducts a revival of Jonathan Miller's staging. Cast includes Claire Rutter and Alan Ople; Feb 9, 12

LOS ANGELES

EXHIBITION

Los Angeles County Museum

of Art
Tel: 1-213-857 6000
www.lacma.org
June Wayne: A Retrospective. Survey of the artist's printmaking work from 1946 to 1995; to Feb 15

MANCHESTER

CONCERT

Bridgewater Hall
Tel: 44-161-907 9000
Vienna Symphony Orchestra: conducted by Vladimir Fedoseyev in works by J. Strauss, Mozart and Beethoven; Feb 12

MOSCOW

CONCERT

Conservatory Great Hall
Tel: 7-095-229 9401
Moscow State Symphony Orchestra: conducted by Gilbert Kaplan in Mahler's 'Resurrection' Symphony No. 2; Feb 9

MUNICH

Philharmonie Gasteig

● Klassische Philharmonie Bonn: conducted by Herbert Belsel in works by Mozart and Beethoven, with piano soloist Matthias Kirschner; Feb 12
● Munich Radio Orchestra: conducted by Leopold Hager in works by J. Strauss; Feb 14
● St. Petersburg Philharmonic Orchestra: conducted by Yuri Temirkanov in works by Prokofiev and Ravel; Feb 11

EXHIBITION
Haus der Kunst
Tel: 49-89-2121270
Angelika Kauffman (1741-1807): retrospective of works by the Swiss decorative artist, who was a founder member of London's Royal Academy. Includes paintings, drawings, prints and porcelain; to Apr 18

NEW YORK

DANCE

New York City Ballet, New York State Theater
Tel: 1-212-870 5570
Celebrating Five Decades of Repertory: continuing 50th anniversary celebrations; Feb 9, 10, 11, 12, 13, 14

EXHIBITION

Guggenheim Museum
Tel: 1-212-423 3500
www.guggenheim.org
Picasso and the War Years 1937-1945: more than 75 works – paintings, sculpture and works on paper – which together explore Picasso's response to the period which began with the Spanish Civil War and ended with the liberation of France. Includes major public and private loans; to May 9

OPERA

Metropolitan Opera, Lincoln Center
Tel: 1-212-362 6000
www.metopera.org
Moses and Aaron: by Schoenberg. Conducted by James Levine in a staging by Graham Vick, with sets and costumes by Paul Brown. Cast includes Philip

Langridge and John Tomlinson; Feb 11

PARIS

CONCERTS

Salle Pleyel
Tel: 33-1-4561 6589
Orchestre de Paris: conducted by Frans Bruggen in works by Bach, Mozart and Mendelssohn; Feb 10, 11

Théâtre des Champs Elysées

Tel: 33-1-4952 5050
Orchestre National de France: conducted by Jerzy Semkow in works by Haydn, Mozart, Mendelssohn and Schubert; Feb 14

EXHIBITION

Musée du Louvre
Tel: 33-1-4020 5151
www.louvre.fr
Eternal monuments of Ramesses II: New Theban excavations. Display of the latest archaeological findings from the Egyptian pharaoh's tomb; from Feb 10 to May 10

OPERA

Théâtre des Champs Elysées
Tel: 33-1-4952 5050
Opéra National de Lyon: Zelmira, by Rossini. Conducted by Maurizio Benini in a staging by Yannis Kokkos. The title role is sung by Mariella Davis; Feb 10, 12, 15

VIENNA

CONCERT
Musikverein
Tel: 43-1-5058 6610

MUSIC IN LONDON

The old meets the new

It is not enough just to put on a classical concert any more. There has to be a special selling-point, as two major concerts at the Royal Festival Hall over the weekend showed.

On Thursday the Royal Concertgebouw Orchestra of Amsterdam came for the second of the concerts in its 1998/9 series. Though by no means the oldest, the orchestra is one of the most venerable in Europe and markets itself on tradition.

The programme comprised two major works by Brahms – the Violin Concerto and the Second Symphony – separated by Schoenberg's Five Orchestral Pieces Op.16 to represent the continuation of the Germanic musical line. As it happened, the Schoenberg was the best of the bunch. Riccardo Chailly, the Concertgebouw's chief conductor, is a perfectionist and the more complex the music, the more impressive the results.

Listening to the beautiful sounds produced here in the name of Schoenberg, it is hard to hear how his music could ever have been thought difficult. No more out-of-tune ensemble, no more scraping violins or over-loud rasping brass: Chailly and the Concertgebouw turned each of the five pieces into a model of cool, objective precision.

Unfortunately, they did the same to the Brahms, too. When Chailly arrived in Amsterdam, the players felt he was working against the classical tradition they had in their bones. Ten years on, the players now wear Chailly's Italianate style – like a sleek, high-quality Milanese suit – as if it was made to measure. The result was perfectly polished, but without depth, or passion, or Germanic wholeheartedness, a long way from the stirring Brahms that Christoph Eschenbach gave us in the First Symphony in the same hall a week earlier. In the Violin Concerto, Vadim Repin balanced sweetness and strength nicely, but only broke out of the prevailing mood in his choice of an unusually flamboyant cadenza.

On Saturday, the London Philharmonic's concert was anything but traditional. Under the trendy umbrella title *Rose – Classical Fusions*, most of the musical styles of the world were gathered: Caribbean calypso, passionate tango, pensive Japanese *biwa* music and a big early-evening show by Polyphony Rhonda from the African rainforest. Nearer to home were the European equivalents, Celtic dance, Spanish flamenco etc.

Where was the London Philharmonic in all this? Under Kent Nagano they played two works which claim links to the earth: Copland's *Appalachian Spring* and Stravinsky's *The Rite of Spring*, though it was ironic that Nagano's glib performance of *The Rite* had so little of the primitive about it. Even when it was skidding along at speeds far too fast, it failed to be exciting.

Surely the problem is that sophisticated 20th-century classical music retains only the most tenuous links to folk music of any kind, unlike pop or jazz. Not maybe the public response shows there is a market for such hybrid promotions, and the London music scene is big enough for this and old-style tradition like the Concertgebouw.

Richard Fairman

San Francisco Symphony Orchestra: conducted by Michael Tilson Thomas in works by Ives, Mendelssohn and Prokofiev; Feb 9

WASHINGTON

OPERA

Washington Opera
Tel: 1-202-295 2400
www.dc-opera.org
Boris Godunov: by Mussorgsky. Conducted by Isaac Karabchevsky in the widely-travelled Tarkovsky staging, revived by Stephen Lawless. Samuel Ramey sings the title role; Feb 13, 15

TV AND RADIO

● WORLD SERVICE
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (463m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV

● CNN International
Monday to Friday, GMT:
06.30: *Moneyline* with Lou Dobbs
13.30: *Business Asia*
19.30: *World Business Today*
22.00: *World Business Today Update*

● Business/Market Reports:
05.07: 06.07: 07.07: 08.20: 09.20: 10.20: 11.20: 11.32: 12.20: 13.20: 14.20:

At 08.20 Tanya Beckett of FTTV reports live from LIFFE as the London market opens.

COMMENT & ANALYSIS



PETER MARTIN

Cut to the core

To survive BMW must concentrate only on its luxury cars or merge with a strong but ordinary mass-market business

The broader question behind BMW's spectacular boardroom bust-up is this: can specialised, top-of-the-line businesses compete in the long run with ones based on a broader range of customers and products?

The conventional wisdom these days is no. A good big 'un, it is said, will always beat a good little 'un. And though BMW is, by most standards, a large company – revenues of over \$35bn, a workforce of 120,000 and output of 1.2m cars – it is still nothing like the size of competitors such as Ford, Toyota, DaimlerChrysler or Volkswagen.

This explains the way outside observers reacted to last week's bloodletting, which saw the two top managers leave. Bob Eaton, co-chairman of DaimlerChrysler, summed up the mood: "By Monday there will be at least three or four companies bidding for BMW," he said.

Today's conventional wisdom is that there are huge returns to size: financial firepower, technological depth, brand presence. Together, these make a well-managed large company unbeatable. Smaller ones have no choice but to merge.

If you want to be really big, you need a mass-market presence. Goodbye BMW, hello DaimlerChrysler. Goodbye Goldman Sachs, hello Merrill Lynch and Citigroup. And so on.

Let us examine how this applies to BMW. It already has large enough volume to run world-scale car factories. Indeed, the minimum size of an efficient plant is coming down, thanks to automation and pre-assembly of components. So if BMW is in any sense too small, it cannot be for the traditional

reason of production efficiencies.

Perhaps the cost of developing a new model is so huge that smaller companies cannot sustain it? That may be so – certainly thinly resourced carmakers like the pre-BMW Rover, the pre-General Motors Saab and the pre-Volkswagen Rolls-Royce were having difficulty refreshing their product lines quickly or imaginatively enough.

But again, it is hard to see how that applies to BMW's core business, its executive saloon cars. There are only three basic models. They are admirably engineered, frequently updated and there is no sign that the product cycle is uncompetitive.

That is all very well for now, say the size-freaks, but it will not last. The car company of the future will obtain enormous savings by basing several distinct models on a single "platform". Volkswagen, in particular, has managed to use the same platform to

produce similar-but-different cars under its own name, the more upmarket Audi, and the cheaper Skoda and Seat brands.

Once this practice is fully mastered, it is argued, single-line producers will be rendered uncompetitive. They will never be able to innovate fast enough, or cheaply enough, to fend off their multi-brand rivals.

This may well be true in the mass market, where Rover competes. But it is much less clear that it applies to BMW's own models. Indeed, a big part of a BMW's appeal is precisely its distinctive engineering, available nowhere else. Its core market is both faster-growing and more lucrative than those of anyone it might link up with. As long as it has the resources to develop new models in its heartland, BMW must surely be better off steering a lone course.

Which leaves the third potential aspect of size: branding. There is no doubt that the cost of building and

maintaining a global brand is a heavy burden.

But BMW has already paid those costs. It has a well-developed presence around the world; one which outstrips that of many of its mooted merger partners such as Fiat. Even Ford, which is a global brand, does not have the same presence in, say, Japan as BMW.

Now turn to the case of Rover. It is a mirror-image of BMW. It is badly behind on model development; it does not have the internal cash flow to innovate properly; it has no distinctive sales proposition; and it has a weak brand with poor geographical coverage.

Rover should certainly have been taken over – as it was. But in retrospect BMW was the wrong partner. Rover's only chance of survival was as part of a multi-brand company that could immediately offer it an up-to-the minute range of models from platforms shared with other brands.

BMW's real motive in buying Rover was to get its hands on Land Rover. It thought it was worth trying, as well, to reinvigorate Rover. Without a platform strategy, this was always likely to be a risky enterprise. And so it has proved. Bernd Pischetsrieder, who made this gamble as BMW's chief executive, has paid the price. His former number two, Wolfgang Reitzle, has also lost out – for being too right, too aggressively.

The lesson for BMW is not – as outside observers seem to think – that it should quickly find a merger partner. Instead, it must concentrate on what it does best. Alas, that probably leaves no room for Rover.

And the lesson for other specialised up-market brands? That there is no half-way house. Either merge with a mass-market business, and ruthlessly exploit shared production even if that results in a loss of uniqueness. Or remain alone, steadfastly developing distinctive products. But do not think that the magic of your core business will automatically transmit itself to a weaker acquisition. In such circumstances, one and one risk making a half.

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LETTERS TO THE EDITOR

Change to architecture must fit the framework

From Prof Cynthia C. Liechtenstein

Sir, Barry Eichengreen is to be commended for his cogent Personal View ("Building on a consensus", February 2) suggesting the areas of action that may practically be taken to strengthen the international financial system. But some of the suggestions may require legal advice.

To continue his analogy, any change to the international financial architecture must not only be within the engineering capacity of the builders; they must also fit within the existing legal

framework. For instance, at the present time the International Monetary Fund is required by its charter to make the same charges to all members.

To change outright the IMF treaty to permit the concessional interest rates that Prof Eichengreen recommends for loans to countries having national practice of accounting and bankruptcy laws in conformity with international standards would require a treaty amendment. However, the legal department of the Fund over the years has been very clever at finding ways to

interpret the IMF agreement to achieve desired results, and perhaps that could be so here. A trickier issue would be finding a way under the agreement to use "more attractive interest rates" for countries that issue debt securities with the voting and sharing clauses Prof Eichengreen recommends.

Equally, the US Trust Indenture Act mandates such clauses for bonds falling within its scope, but otherwise the Securities and Exchange Commission does not have power (under its authorising legislation) to exclude from US capital mar-

kets bonds not containing such clauses. Of course, persuading the US Congress to give the SEC power to do so is likely to be much easier than trying to get international agreement on amendments to the IMF treaty, and both are more politically feasible, as Prof Eichengreen points out, than any move to a global regulator of capital markets.

Cynthia C. Liechtenstein, Boston College Law School, 685 Centre Street, Newton Centre, MA 02459, US

Wrong ingredients in recipe for S. Korea

From Suchan Chae

Sir, As Hubert Neiss, the International Monetary Fund's Asia-Pacific director rightly points out, South Korea still has a battle ahead to achieve a sustainable recovery ("South Korea warned on complacency", February 1). The methods for recovery he and the IMF recommend, however, are going to hinder rather than promote the goal.

There are two problems with the IMF recipe for Korea. First, in the area of macro policy, the IMF, which was slow to allow fiscal expansion in the face of plunging statistics in the early part of last year, is now exhorting the Korean government to spend more

and more allowing the government deficit to reach 5 per cent of gross domestic product this year. The Korean economy is already on the rise. Further expansionary policies would generate inflation and current account deficits in the near future.

Second, in the area of reform policy, emphasis on chaebol reform, by means of creditor banks that are under governmental control, is misguided. It is precisely the heavy hand of the government that eroded the competitiveness of the Korean financial and industrial sectors.

The disintegration of chaebols started in the market place well before the IMF

advised chaebol reform. One may recall that one-quarter of the top 30 chaebols went down in 1997 before the foreign exchange crisis broke out. The reform Korea needs now is an institutional one that would facilitate, by providing the necessary legal framework, restructuring by market forces.

If Korea is going to have a sustainable long-term recovery, the IMF's current recipe for Korea should not be followed.

Suchan Chae, economics dept, MS-22, Rice University, 6100 South Main Street, Houston, TX 77005-1882, US

Strong case of double Dutch

From Sir David Lees

Sir, In case collectors of European Central Bank language may have missed Wim Duisenberg's comments as set out in the markets report on your Currencies & Money page of February 5, they bear repetition. The president apparently said: "There are no clear signals yet of a stronger-than-expected weakening in output growth."

Roll on the weaker-than-expected strengthening.

David Lees, Sugar Quay, Lower Thames Street, London EC3R 6DQ, UK

Lessons in innovation and survival from Italian textiles

From Mr Mark H. Lazzaroni

Sir, Joseph Stiglitz ("Weightless concerns", February 3) sagely appreciates how a rigid intellectual property regime may undermine the new technologies. But traditional industries may also prosper from an environment that stimulates the uninhibited flow of new

ideas. In Italy's historic textile district of Prato, designs cannot be legally patented, and highly skilled fabric technicians are free to switch employers, so no one firm can ever exercise a lock on innovation.

Yes, copying is widespread, but so is continuous incremental change in man-

ufacturing processes and products. The vanguard firms understand that either they ruthlessly renew their product line every six months or they will be overtaken. This commitment to innovation and the free circulation of ideas and people is one of the reasons Prato's textile industry survives –

despite paying wages many times that of its Asian competitors.

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PERSONAL VIEW RONALD I. MCKINNON

Policy of last resort

Regional exchange-rate targets are the vital missing ingredient in the debate over an international lender of last resort

With the east Asian and Latin American currency crises still reverberating, the International Monetary Fund more responsive as a lender of last resort are taking centre stage.

For example, in an address to the American Economic Association in New York on January 3, Stanley Fischer, the IMF's deputy managing director, carefully reviewed Walter Bagehot's 19th century ideas on the proper role of a lender of last resort.

Curiously, Mr Fischer did not state what the exchange rate objectives of the putative new lender or reformed IMF would be – except to note that exchange rates of eligible borrowers should be kept "flexible". Indeed, an emerging consensus among many commentators has favoured greater exchange rate flexibility.

But are untethered exchange rates really consistent with the proper goals of an international lender of last resort?

In a world where deflationary pressures have become more pronounced, currency crises can spread from one country to another through even inadvertent changes in exchange rates. Beggar-thy-neighbour devaluations characterised the breakdown of world trade and capital flows in the 1930s, and increased the remarkable speed with which the east Asian debtor economies were brought down from mid-1997 through early 1998. The fall of the Brazilian Real poses a threat of domino devaluations in Latin America in 1999.

To prevent such contagion, long-term exchange rate stability should be a prime objective of any new international lender of last resort. Even without a return to par values for exchange rates on the world scale of the 1944 Bretton Woods agreement, progress on a regional basis to secure exchange rates among countries that are closely connected in trade and finance is still feasible – as the continental European countries showed in 1996-98 leading up

to the launch of the euro in 1999.

That is one reason for thinking the IMF cannot play a central role in improving policy, at least in its current form. It has no proper exchange rate mandate. That aside, there are two other key limitations of the IMF's legal framework.

First, it cannot act until fairly late in a crisis because of the need to negotiate a formal programme with restrictive conditions attached before a loan can be made. Second, the IMF must negotiate one-to-one with individual member countries. Thus, at the outset of a crisis, the IMF cannot effectively lend to affected countries as a group, for example, by managing some regional stabilisation fund to prevent the crisis from spreading, as in east Asia in 1997.

The call for an international lender of last resort is a euphemism for reforming the IMF. But an enhanced IMF would be fraught with moral hazard if borrowing was too easy

History's most striking example of successful international lending to a group of countries was the Marshall plan of 1948-51. Recognising that the recovery of any one country was tied to recovery of the European economy as a whole, dollar aid was given collectively to 16 western European countries, channelled through one secretariat. To be sure, very strong conditionality was attached to each European country: fiscal balance and the elimination of inflation.

But Marshall plan conditionality also extended across national boundaries: each western European country had to pledge to work toward current account convertibility and exchange rate stability with its neighbours.

The capstone was the formation of the European Payments Union in September 1950. For clearing payments

multilaterally, each country declared an exact exchange parity against the dollar and, hence, against each other. In the subsequent era of incredibly high real economic growth, this system of fixed exchange rates lasted for almost 30 years – anchoring the common price level and minimising cross-country disturbances.

With the important exception of Japan, a common east Asian monetary standard existed before the crises of 1997. By keying on the dollar, the macroeconomic policies of Indonesia, Korea, Malaysia, the Philippines, and Thailand were (loosely) tied to each other – and to those of the non-crisis economies of Hong Kong, Singapore, and Taiwan. Their dollar exchange rates had been fairly stable for more than a decade and, by the purchasing power parity criterion,

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One in the eye for Schröder

Fed opens up

Curse of oil

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Tuesday February 9 1999

One in the eye for Schröder

Barely 100 days after he took power at the head of a centre-left coalition government, Gerhard Schröder, the German chancellor, has been given a nasty black eye by the voters. The same political alliance of Social Democrats (SPD) and Greens was voted out of office in the state of Hesse on Sunday, not least because of the perceived middle at the heart of the government back in Bonn.

The result is symbolic, for the red-green alliance in Hesse was seen as a model for the federal coalition. It will also deny Mr Schröder the majority he had hitherto enjoyed in the Bundestag, or upper house, and make his task of passing new legislation more difficult. He will have to compromise with the 16 federal states, as well as with the opposition Christian Democratic Union, to gain approval for his planned reforms, including tax reforms, and changes in the country's controversial nationality laws.

Indeed, it was precisely the proposed nationality reforms and the government's plan to allow immigrants, or the children of immigrants, to hold dual citizenship which appears to have been most decisive in the Hesse result. The CDU campaigned furiously against the change and launched a national collection of signatures to oppose it. According to the exit polls, it was the question which caused most voters to switch their support to the CDU. That is a disturbing sign of Germany's unwillingness to face

up to the reality of being a multicultural society. The present nationality laws, requiring proof of German blood for a would-be citizen, or very restrictively defined qualifications, are anachronistic and offensive to immigrants. They are undoubtedly a factor in continuing hostility to foreigners. The government, urged on by the Greens, is right to be calling for reform. The CDU campaign could easily fuel a much nastier revival of xenophobia.

In other respects, however, the Hesse result should provide a salutary warning to Mr Schröder. He has failed to deliver a clear platform of coherent policies, not least to deal with unemployment, which is his top priority. The government's tax reforms are ill thought out, and could well be counter-productive in discouraging enterprise.

The other most obvious initiative, again urged on by the Greens, was to announce the abandonment of nuclear energy – and then think twice about it. It has hardly been an impressive demonstration of decisiveness.

Yet what the voters of Hesse seem to want is peculiarly German. By ensuring that no party enjoys a majority in the Bundestag, they will force all sides to reach agreement. That means on tax reform. It also means on nationality laws. By failing to give a clear lead in his first 100 days, Mr Schröder has been condemned to compromise.

Fed opens up

Although the US has been strident in urging the developing world to improve its standards of transparency, its own central bank, the Federal Reserve, is hardly a bastion of clarity. Now the Fed has decided to open up its thinking a little, by announcing important shifts in its policy stance, even when interest rates are unchanged.

The Fed's rationale for the change is to make its thinking clearer to the markets. All too often, in the absence of an interest rate change, the Fed's view has been transmitted through such imperfect mechanisms as leaks or speeches by Fed board members.

Last year, for example, there were four changes in the policy stance (the bias towards tightening or loosening). But even during those critical times for the world economy, the changes were not immediately revealed. Meanwhile, Fed chairman Alan Greenspan's speeches were sown for the slightest hint on prospects for interest rates, often provoking severe market reactions. An official announcement of changes in the stance is surely a better way of doing things.

The Fed has also decided to modernise its language. Most of us would have to read the phrase "a somewhat higher federal funds rate would or a slightly lower federal funds rate might be acceptable in the intermeeting

period" several times before working out that it meant a bias towards tightening; the new wording is much less opaque. But the Fed could, and should, do more. First, it could commit itself to announcing all changes in the policy stance, not just those it considers important. And if the Fed really does care about sending signals to the market, it should shorten the delay between its meetings and the publication of minutes, as the Bank of England has done. This Bank of England has taken place, which makes for some pretty confusing market signals. And it is an anachronism that while changes to the policy stance can now be immediately announced, the thinking behind them still takes weeks to emerge.

Finally, there is a lesson in all this for the European Central Bank. Although it is publishing a monthly economic bulletin, it still refuses to release its minutes. This leaves far too much reliance on nods and winks. The risks of this strategy are made worse by the fact that the ECB is a new central bank, and is seen to be potentially subject to political and national pressures. Both theory and experience suggest that poorly informed markets are inefficient. The ECB should take courage from the Fed, and open itself up to scrutiny.

Curse of oil

Royal Dutch/Shell's \$5.5bn plan to boost Nigeria's petroleum sector should be excellent news. The transition from military to civilian rule now under way comes as the country faces its most serious economic crisis since independence, and Africa's most populous state badly needs an investor vote of confidence. The danger, however, is that the prospect of an oil bonanza to come will reduce commitment to the promised economic reforms which are so essential to the country's recovery.

The impact of the proposed investment would be dramatic. It would open up new offshore fields and boost Nigeria's 2m barrel daily oil output by a third, while greatly increasing capacity to exploit its huge gas reserves. The result would generate net income of \$200m over 25 years.

It comes at a critical moment. A 12-year low in the price of oil, which accounts for 95 per cent of export earnings and 80 per cent of federal government revenue, has seen export earnings fall from \$14.9bn in 1997 to \$9.3bn last year. The timing could hardly be worse, for the crisis coincides with inauguration of a civilian government at the end of May.

The election has not focused on the economy. Personality clashes and ethnic rivalry dominate the campaigns by the three parties in contention.

But to its credit the outgoing

military government of Gen Abdulsalam Abubakar has agreed on a policy framework with the International Monetary Fund, which could pave the way to fresh loans and rescheduling the country's estimated \$29bn external debt. Central to the agreement is a pledge to audit the state-owned Nigerian National Petroleum Corporation and monitor the accounts of the central bank.

This goes to the heart of the corruption that is destroying Nigeria. Control of oil revenue provides the patronage that dominates Nigerian politics. Unless these pledges are implemented, recovery will prove impossible. As Angola has shown, it is possible to invest billions in a thriving offshore oil industry which is run as an enclave economy, funding a war rather than development.

In Nigeria's case, oil wealth has been squandered in a different way – through mismanaged projects and propping up an unrealistically high exchange rate. Both soldiers and civilians have siphoned off the profits to foreign bank accounts. Kenneth Kaunda, the former Zambian president, once said his country had been born with a copper spoon in its mouth. It proved a curse not a blessing, he observed. Unless Nigeria manages its proposed new investment honestly and efficiently, the same will be said about its oil.

Pushkin trolleys round Tesco

British actress Penelope Wilton is all the rage in Moscow, but only because she's been appearing in television advertisements for a supermarket chain back home.

Tesco, one of Britain's largest supermarket chains, has just discovered that adverts intended for broadcast in the UK have been appearing on air in the Russian capital.

A local station has been running the 40-second snippets as programmes in their own right, the suitably dubbed shopping adventures of an opinionated mum and her put-upon daughter have proved a big hit with an audience starved of the sort of exotic fare that's normal in western Europe.

Tesco says it has no idea how the television station got hold of the trolley ads but it's sent off a letter demanding to know how it found a broadcast quality copy of the ads and warning of breach of copyright. Unsurprisingly, the station hasn't responded.

Kid Kokusai

Nomura Securities, Japan's largest broker, has tended to regard Kokusai securities as an unruly kid brother. For though Nomura has never officially run Kokusai, it's been effectively controlled by Nomura via a convoluted web of shareholdings.

Age of the day trader

Roger Taylor and John Labate profile a new breed of small investor which is behind the boom in internet shares



what she is investing in. "Most of the time I do not know what I am buying. To me it is just a string of letters," she says, referring to the ticker symbols of the stocks. But her ignorance seems no hindrance to money making, at least at the moment. She says she started with about \$15,000 and almost lost it all in the first two months. Since then, she has managed to make \$70,000 – more than she has made from the book shop.

Day trading is not new. It became common in the mid-1980s in Japan, when the largest Japanese companies traded huge blocks of shares very rapidly and made more money by financial engineering than by the more traditional kind. Given what happened to the Japanese bubble economy, this is not a comforting parallel.

In the US, day trading is a retail activity, not a corporate one. Guides to electronic day trading have topped the lists of bestselling business books. Internet chat rooms devoted to the trading abound. iVillage.com, a popular internet site for women, suggests day trading alongside childcare as a way to make money working from home.

Most of the large online brokers, such as E*Trade and Charles Schwab, say that day traders make up only a tiny fraction of their business. That is no doubt true, but such traders still

represent a trend towards greater activism on the part of all US shareholders.

Not since the 1920s has the average US investor been so obsessed with playing the market. Retail investors are becoming increasingly active. In Silicon Valley it is common for employees to have a favourite stock price constantly displayed on their screens while at work. People are even giving up their jobs or working fewer hours to represent a trend towards greater activism on the part of all US shareholders.

Not since the 1920s has the average US investor been so obsessed with playing the market. Retail investors are becoming increasingly active. In Silicon Valley it is common for employees to have a favourite stock price constantly displayed on their screens while at work. People are even giving up their jobs or working fewer hours to

more their time to playing the markets. Steve Wilens, a doctor in North Carolina, for example, now sees patients only in the early morning and late afternoon. Between 10.00 and 12.00 he is trading in and out of the markets from his computer.

The restlessness of retail investors has undoubtedly added a destabilising element to some parts of the market over the past year. The Nasdaq, with its strong technology weighting, has been far more volatile in the past year

than either the S&P500 index or the Dow Jones 30-Industrials.

Some companies have also blamed retail investors for undermining their share prices, much as governments have blamed hedge funds for undermining their currencies. GIC, an Internet entertainment group, issued a statement to that effect in December.

All the same, the money that retail investors have made in the Internet boom has sucked big institutional investors into the market, driving prices up further. A turning point for the institutions came last year with the news that America Online would be joining the S&P500 index this year. The holiday shopping season of 1998 confirmed that electronic commerce was not only a business with considerable potential but an opportunity traditional retailers could not ignore.

However large institutions find it hard to invest in the sector. Apart from a handful of leaders, Internet companies are mostly small, and owned mostly by venture capitalists and founders. Without the ability to acquire enough shares in the smaller companies to make a difference to their portfolios, many firms have been content to invest in the sector leaders, including Amazon.com, Yahoo!, and AOL. Other growing names such as At Home, the Internet cable service

provider which recently acquired search engine Excite for \$5.7bn in stock, are also said to be attracting more attention from large investors. Greater participation by the institutions may help to steady the market.

The real question in the Internet market is how long shareholders are willing to hang on to their investments. In the case of day traders, the answer may be only a minute. But holding the shares for long periods may begin to make more sense of the current valuations. As Abhishek Chand of William Blair, a Chicago brokerage puts it: "If it's 12 to 24 months [out], these stocks are overvalued, but if you are buying a stock for five to 10 years of performance, some of these stocks look cheap."

Mary Meeker of Morgan Stanley uses Microsoft to remind everyone that the astonishing rates of growth that would be needed to justify some Internet valuations are not as impossible as they might appear in an industry which has produced some remarkable growth stories in the past.

Microsoft produced a compound earnings growth of over 40 per cent a year between 1985 and 1995. During that time its share price rose 3,500 per cent. Admittedly AOL's share price has appreciated far faster than Microsoft's. But then the Internet is growing faster than the adoption of the personal computer.

Five years of annual earnings growth at 60 per cent would give Yahoo earnings of \$5.5 per share in 2000. Another five years, and it would be making \$41 per share in 2005. It is an awful lot to discount, but it goes some way to making sense of today's share price of \$345.

But even if there is a chance that the some Internet stocks will prove a good investment over the next five to 10 years that does not preclude some very sharp falls in the mean time. This is what most concerns politicians and regulators. With the US stock market on very high valuations and supported to a large degree by US retail investors, the damage to confidence produced by a crash in the Internet stocks could quickly spread.

This concern is heightened by the lack of experience of many of the traders in Internet stocks. Eddie Kwong has been trading shares for over 15 years and runs Realtraders.com, an Internet site for day traders. He says that the traders who are keenest on Internet stocks tend to be the newer investors who are "not familiar with the way markets typically behave". He also points out a disturbing tendency among day traders to believe they have an infallible system of investing.

That said, Internet investors have already had to deal with a fair degree of volatility. Amazon.com, the Internet book seller, has seen its shares nearly double and then fall again since the start of the year.

Whether or not the crash comes, the boom in Internet stocks has been a dramatic proof of the power of the Internet – a point which is itself used to defend the prices of Internet stocks. Whether the increased volatility in stock prices caused by online investors will prove to be a passing phenomenon linked to the birth of the Internet, or a permanent change in market behaviour is yet to be seen.

In the meantime, the day traders tend to get what they can. As Ms McClure says: "We don't know how long this will last." And she does not intend to allow the likes of Mr Murdoch or Mr Gates spoil the party.

OBSERVER

question as having "nothing to do with anything". He was no more forthcoming over gossip about his possible value on the transfer market and explained away enormous transfer fees by pointing out "there are buyers and sellers – that is called a market".

As for his personal religious beliefs and the place of Islam in his life, he dismissed the question as the reason interviews get on his nerves. He retorted: "I don't have to talk to you about all that. I am a sportsman. I can talk to you about sport." Hoddie, eat your heart out.

Blair trading

British premier Tony Blair isn't the twit type, but he's running out of time if he wants a real say in who takes over from Jacques Santer as the next president of the European Commission.

With the UK getting closer to serious decisions over its future in Europe, Blair needs to find a credible, high-profile candidate who shares the British economic reform agenda.

But with his favourite, Portuguese prime minister Antonio Guterres, ruling himself out at a recent summit of European socialists, it's a case of back to the drawing board – with precious little time to find a new model leader.

A decision is expected in June. Dutch prime minister Wim Kok would fit the bill and has strong

backing in the foreign office – though Blair thinks he'd have a job extracting himself from domestic politics at present.

There are also growing uncertainties whether another Downing Street favourite, former Italian prime minister Romano Prodi, will go all the way to the wire as a candidate. That leaves Nato secretary-general Javier Solana as the horse for Blair to back – though the Spanish government won't say if he'll be nominated.

So there's mounting fear at Number 10 that the affair could end in a Euroland stitch-up that once again leaves the British out on a limb. Expect plenty of shady horse-trading over the next few weeks.

Smoked out

Most Russians may be struggling to survive in the wake of the economic crisis that took hold in August, but some are apparently just about managing to keep their heads above water. How else to interpret the somewhat swanky new Embassy Club in Moscow?

Billed as a haven for the elite, members can come in from the cold, rub shoulders and debate the country's problems in smoke-filled rooms. Especially since the centre-piece of the venue is its cigar-smoking lounge. Now the club is trying to recruit an accountant – they're demanding a non-smoker.

Financial Times

100 years ago

German Naval Competition it is satisfying to find that the Germans acknowledge that they are still behind Great Britain in some respects in shipbuilding, but it is evident that they do not intend to be content with the laurels already won. According to the report of the Commercial Attaché to the British Embassy in Berlin, the German Naval Bill in the spring of 1988, which authorised an expenditure of large sums on new men-of-war [warships] during the next six years, has given a great impetus to the industry, and keener competition than ever must be expected by British manufacturers.

50 years ago

U.S. Terms For Europe Mr. Paul G. Hoffman, Marshall Plan Administrator, said yesterday that Europe must take immediate and major steps to "break away from its traditional and now inadequate ways of paying its way in the world." He was addressing a joint session of the Senate and House of Representatives Foreign Affairs Committee for support in his request for additional appropriations.

Who forges
strong
business
solutions for
Sumitomo
Metals?

COMPANIES & FINANCE: THE AMERICAS

INVESTMENT BANKING CONSULTANCY SAYS MACRO-ECONOMIC FACTORS ACCOUNT FOR 50% OF OPERATING RESULT

Half bank profits 'outside their control'

By Clay Harris,
Banking Correspondent

Investment bankers may fancy themselves masters of the universe, but half their operating profits are determined by macro-economic conditions outside their control, according to a leading management consultancy.

The extent to which investment banks are prisoners of external conditions is likely to be the subject of considerable debate during annual bonus discussions.

It emerged in a statistical analysis undertaken by A.T. Kearney of the financial results between 1985 and 1997 of 12 of the world's largest investment banks.

The firm said it had identified six variable factors which had a significant impact on operating profits. But taken together, these accounted for only half of profits. The balance was determined by external factors such as economic growth, interest rates and the yield curve.

Paul Reyniers, European head of A.T. Kearney's financial institutions group, said: "The harsh reality is that top management will destroy value unless they focus on speed of information and the quality of risk management."

Mr Reyniers said the analysis pointed to an increasing dominance of the securities and mergers and acquisitions markets by a "super bulge bracket": Merrill Lynch, Morgan Stanley Dean Witter and Goldman Sachs.

The most important variable factors were size, as measured by growth in equity capital, and the pattern of investment.

For example, with all other factors remaining constant, each \$1 increase in equity capital lifted operating profits by 18 cents, and every \$1 increase in the growth of non-interest expense - including information technology and personnel - raised profits by 33 cents.

But the cost of adding jobs

alone outweighed the additional revenues generated. For a bank with \$100bn in assets, a 1 per cent increase in the rate of headcount growth reduced operating profits by \$3.7m.

Increasing overall market share accounted for only 3 per cent of profits, the firm said.

Doubling market share from one year to the next increased profits in the M&A advisory business - by \$208m for a bank with \$100bn in assets.

But for a bank of the same size, doubling its share of the low-margin primary debt market reduced operating profits by \$256m.

The analysis was based on 13 years' results of Bankers Trust, Credit Suisse First Boston, Donaldson Lufkin & Jenrette, J.P. Morgan, Lehman Brothers, Merrill Lynch, Morgan Stanley Dean Witter, Nomura, Paribas, Salomon Brothers (now Salomon Smith Barney), Schroders and Warburg Dillon Read.

NEWS DIGEST

BANKING

Ex-president of Citigroup to sell \$43m stake

Jamie Dimon, the former president of Citigroup ousted last year, plans to sell 800,000 of his shares in the financial conglomerate, according to a filing with the Securities and Exchange Commission. At yesterday's share price of \$54.4, Mr Dimon's stake is valued at around \$43.4m. Mr Dimon, who was widely tipped to be leader of Citigroup before his surprise departure last year, owned around 3.2m shares including options, as of last March.

Mr Dimon's departure came amid difficulties mending Citigroup's corporate banking business with Salomon Smith Barney, following the merger of Citicorp and Travelers Group. His exit followed a cooling in his once-close relationship with his mentor, Sandy Weil, now co-chairman and chief executive of Citigroup and formerly head of Travelers.

Rumours have linked Mr Dimon with financial services groups including Bankers Trust and American International Group. Tracy Corrigan, New York

PRIVATE INVESTMENT

Hicks Muse fund closes

Hicks Muse Tate & Furst, the private investment and buy-out firm, has closed a \$4.1bn fund created to invest in a diversified portfolio of businesses in a wide range of industries. About half of the fund's capital has already been committed to investments and add-on acquisitions by its portfolio companies, the firm said.

Hicks Muse said the fund had raised more than \$10bn for global private equity investments since its formation in 1988. In addition to the latest fund, Hicks Muse has a \$964m fund to make private equity investments in Latin America. About 20 per cent of the latest fund's limited partners are outside the US, the firm said. Reuters, Dallas

INFORMATION TECHNOLOGY

CA to buy CMSI

Computer Associates and Computer Management Sciences, a company which provides information technology consulting and software, have entered a merger agreement whereby CA will acquire CMSI through a cash tender offer followed by a cash merger.

A wholly-owned subsidiary of CA will offer to purchase all outstanding shares of CMSI's common stock for \$28 a share. CA will fund the acquisition through cash balances and existing credit facilities. Financial terms of the deal were not disclosed. The merger has been unanimously approved by the boards of directors of both CA and CMSI. AFX, New York

Regulators turn up online trading heat

Hands-off approach to sector appears to be coming to an end, writes John Labate

Last week marked a turning point for the US online brokerage industry.

As E*Trade, the popular California-based Internet broker, was unable to contain a software glitch that left many of its customers stranded for several days, regulators at the state and federal levels began to stir, taking action in the face of growing complaints about slow or at times non-existent service.

Eliot Spitzer, New York State's attorney general, launched an investigation on behalf of consumers.

In Washington, the Congressional Committee on Commerce, led by ranking Democratic member John Dingell, fired off a letter to Arthur Levitt, head of the Securities and Exchange Commission, requesting a briefing about "the capacity and other operational problems affecting online trading systems."

With the industry under greater scrutiny, it remains uncertain what form new regulations might take. It

does seem clear, though, that the more or less hands-off approach to the fast-growing Internet investment sector is coming to an end. Some observers foresee a set of guidelines that may for a time curb the industry's thrust for new online consumers.

"If you're still bringing in new customers at the expense of existing customers,"

It does seem clear that the more or less hands-off approach to the fast-growing Internet investment sector is coming to an end

ers, that won't fly," said Alex Stein, a principal and founder of Gomez Advisors. "I think there will be procedural requirements to equate substantial marketing growth with increases in infrastructure, as well as minimum requirements to handle peak volume days."

Most industry analysts have expressed mild concern

about the temporary service breakdowns that have hit the likes of Charles Schwab, Waterhouse Securities and now E*Trade in recent months.

They see it all as part of the sector's evolution and expect it to be overcome. The recent spate of outages are sporadic, rarely hitting more than one of the leading brokers simultaneously.

access to fast and reliable trading on volatile trading days.

Online brokers say they are doing their best to provide more than enough capacity to meet rising trading volumes, but they have also been hit by unprecedented demand in recent months. Leading trading firms such as Waterhouse Securities, now the second largest, say the level of trades processed in January rose by as much as 50 per cent from fourth-quarter levels.

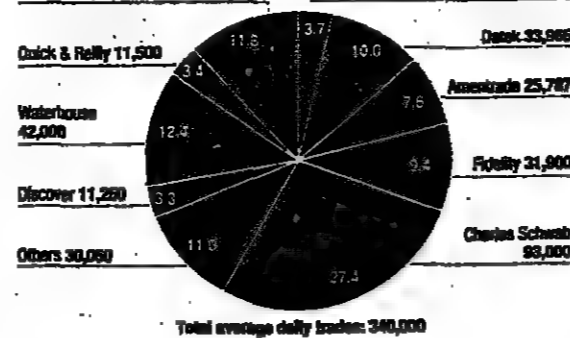
What is clear is that the troubles with online brokers stem from the dual nature of their business, half Internet company and half stockbroker.

As online companies, they are forced to spend millions in advertising and alliances to attract the widest Internet audience possible. The biggest expense for the industry is not technology, but marketing. Online brokers spend on average about \$300 to attract each new customer account.

As stockbrokers, however,

Online trading industry

Market share by firm, daily trades (fourth quarter 1998, % share in chart)



Source: Credit Suisse First Boston

they are expected to perform at a level of service unmatched by other sectors on the Internet, processing thousands of trades per day with split-second accuracy.

The situation is similar to the troubles America Online faced in early 1997 when the company's switch to flat-rate pricing set off a wave of demand that subsequently crashed its system.

When 36 states accused the company of fraud and threatened lawsuits, AOL was forced to pay millions of dollars in refunds and suspend a new advertising campaign to ensure that its system could handle its

existing customer base. Again, the difference is that when online brokers suffer outages, their customers stand to lose much more than just access to the Internet, but lost opportunities and sometimes lost dollars.

In the end, the staggering growth expected for many online brokers may be helped, rather than hindered, by new regulations.

"Perhaps there will be some third party to test the capacity of the trading systems and to make sure they can handle spikes in demand," said Stephen Franco, electronic commerce analyst at Piper Jaffray.

ICA plans job cuts and asset sales to lift margin

By Andrea Mandel-Campbell
Mexico City

ICA, the subway and tunnel builder and Mexico's largest engineering and construction company, is trying to dig its way out of trouble with a restructuring plan to cut costs and boost sagging margins.

Management job losses, a \$400m debt repayment and the sale of far-flung assets are in the works, said Bernardo Quintana, president, in an effort to boost prospects in one of Mexico's most battered sectors.

While the moves have prompted brokerage Salomon Smith Barney to upgrade ICA stock from "hold" to "buy", other analysts are more sceptical that ICA will hold to its new pledge to get involved only in clearly profitable projects.

"It's difficult to stick to specific rates of return when the pickings are so slim, and everybody and their brother are bidding on the few projects out there," said one analyst.

In the past ICA has often

neglected returns, admits Mr Quintana, for the sake of keeping its engineers employed. As a result it has seen operating margins slip by a third. But now there will be a Chinese Wall between the construction and the investment sides of the business, he claims.

Mr Quintana vowed that ICA would not participate in upcoming airport privatisations if bidding levels remain as inflated as in recently concessioned airports.

As part of the restructuring, ICA has announced it will sell \$200m-worth of non-core assets, including golf courses, a power plant, a hotel, and a few parking lot acquisitions that have since soured. But the bulk of the cost cutting will come from the surprise sale of its stake in Ferromex, Mexico's northern Pacific railroad, which ICA acquired only a year ago.

The funds will lighten ICA's hefty debt by nearly half to \$63m by end of 1999. As of the third-quarter of 1998, net debt represented

36 per cent of the group's total capitalisation.

Mr Quintana says ICA has learned lessons: not to put up company equity in order to win a contract, and that any new project financing will be backed by the project itself. But first it is faced with the double challenge of winning scarce new projects and getting financing, which has become inaccessible with continuing market volatility.

Since the 1994 devaluation, government-sponsored projects have dried up while the country has seen an influx of foreign builders from Europe and Asia, heating up competition.

So all eyes are on tenders to upgrade three refineries owned by Pemex, the state-run energy company, scheduled for tender this month. ICA, together with US and Italian partners, is one of half a dozen consortia in the running for the construction contracts, worth an estimated \$1m.

If ICA does not win one, say analysts, 1999 earnings will inevitably be affected.

Free PCs come with taxing demands

By Roger Taylor
San Francisco

People who are reluctant to buy a computer because they know the price will be much lower in a few months time, can finally stop waiting. A Californian company has this week announced the arrival of the free PC.

From its website - free-pc.com - the company is offering a Compaq PC with a 333MHz processor and 32MB of Ram for nothing. If that offer is not tempting enough, the company is throwing in a free Internet access service as an added incentive.

The catch? To qualify, you must give the company a good deal of personal information about yourself, agree to use the machine for a minimum amount of time each month and accept some particularly invasive advertising.

The personal information is used to pick suitable advertisements to display on the computer screen. These advertisements will appear prominently in a frame around the working part of the screen.

And just in case you thought you could avoid them, by staying off-line, they will be stored on the computer and will be present even when you are not connected to the Internet.

Free-PC is the brainchild of Bill Gross, chief executive of Idealab, an Internet development company which has spawned a number of other Internet ventures including eToys, an online toy retailer.

The company is initially giving away 10,000 PCs in a trial.

A number of industry commentators have long predicted the advent of the free PC as a way to promote online services.

With the cost of a PC now falling below \$500 and the cost of acquiring new customers through traditional forms of promotion at or above that level for many businesses, it makes increasingly good economic sense to give away computers for nothing.

The Free-PC venture is being backed to the tune of \$10m by USA Networks which operates a number of online businesses including Ticketmaster, Online-City search and Home Shopping Network. Compaq will also benefit from the trial as the free PCs will direct users to its AltaVista Internet search service.

NOKIA
NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given to the shareholders of Nokia Corporation (the "Company") of the Annual General Meeting to be held on Wednesday, 17th March, 1999 at 3:00 p.m. at The Helsinki Fair Centre, Congress Wing, Congress Hall C1, Reutatiehisenkatu 3, Helsinki, Finland. Registration of the persons present who have given a notice of their intention to attend will commence at 2:00 p.m.

Agenda

The following matters will be on the agenda of the Meeting:

- The matters specified in Article 12 of the Articles of Association:
 - review of the annual accounts, comprising the Profit and Loss Account, the Balance Sheet, the Annual Report of the Board of Directors and the Consolidated Accounts;
 - review of the Auditors' Report;
 - approval of the Profit and Loss Account, the Balance Sheet, the Annual Report of the Board of Directors and the Consolidated Accounts;
 - decision on any measures to which the profit or loss shown in the approved Balance Sheet or Group Balance Sheet may give rise;
 - decision on discharging the members of the Board of Directors and the President from liability;
 - decision on the number of members to serve on the Board of Directors;
 - decision on the remuneration to be paid to the members of the Board of Directors and to the auditors;
 - appointment of members of the Board of Directors; and
 - appointment of the auditors and the deputy auditors.
- A proposal by the Board to amend Articles 2, 4 and 13 of the Articles of Association essentially to the effect that:
 - the share capital be converted into euros and the minimum and maximum amounts of the share capital be amended as consequence of the conversion;
 - the nominal value of shares be split two-for-one and converted into euros, i.e. amended from FIM 2.50 to 24 cents;
 - the classes of shares A and K be consolidated and Article 13 concerning liability to redeem shares be modified as consequence of the consolidation;
 - a provision concerning the Nomination Committee be inserted in the Articles of Association.
- A proposal by the Board to increase the share capital of the Company by €36,051,274.79 (FIM 214,351,146.06) through a bonus issue. The nominal value of each share be increased to 24 cents by a transfer corresponding to the amount of the increase from the share premium fund to the share capital.
- A proposal by the Board to issue 36,000,000 stock options, which entitle to a subscription for 36,000,000 Nokia A shares, to key personnel of the Nokia Group and to a wholly owned subsidiary of the Company. The stock options are intended as part of the incentive program for key personnel of the Nokia Group. 12,000,000 of the stock options will be marked with

the letter "A", 12,000,000 with the letter "B" and 12,000,000 with the letter "C". Each stock option will entitle to a subscription for one Nokia A share with a nominal value of 24 cents. The share subscription price for the stock option "A" will be the trade volume weighted average price of the A share on the Helsinki Exchanges on the last five trading days in March 2000 and for the stock option "C" on the last five trading days in March 2001. If the Annual General Meeting decides to give a special dividend, which decision is a deviation to the dividend policy of the Company, the amount of this special dividend will be reduced from the share subscription price which has already been determined. The period for the subscription of the shares will commence for the stock option "A" on 1st April 2001, for the stock option "B" on 1st April 2002 and for the stock option "C" on 1st April 2003. The share subscription period will end on 31st December 2004 for all the stock options.

A proposal by the Board to authorize the Board to decide on an increase of the share capital within a year as of the decision taken by the Meeting by a maximum of €26,800,000 in one or more issues. A maximum of 120,000,000 new shares each with a nominal value of 24 cents would be offered for subscription at a price and on terms determined by the Board. The Board also proposes to be authorized to deviate from the shareholders' preemptive rights to the share subscription, provided that from the Company's perspective important financial grounds exist such as financing of a business acquisition or another arrangement. It is also proposed that the Board be authorized to decide that a share subscription may be made in kind or otherwise on certain terms.

A proposal by the Board to amend the terms and conditions of the bonds with warrants issued in 1994, 1995 and 1997 due to the conversion of the nominal value of the shares into euros and the bonus issue.

A proposal by the Board to increase the capital of Nokia Corporation Foundation by €2 million to be used for the purpose of the Foundation to support the scientific development of the data and telecommunications technology and to promote the instruction in this field in Finland.

The Accounts and Annual Report

The accounts for the 1998 financial year and details of the proposals mentioned in paragraphs 2-7 above will be on display from 10th March, 1999 at the Head Office of the Company at Nokia House, Kallioahdantie 4, Espoo, Finland, and the offices of Enskilda, Skandinaviska Enskilda Banken at 2 Cannon Street, London EC4M 60K. Copies of the documents and the full annual report in Finnish, Swedish and English will be available at the Head Office of the Company and will be sent to shareholders upon request to the Registrar. Such copies will also be available upon request at Enskilda from 10th March, 1999. The annual report is available at the Internet page of Nokia (<http://www.nokia.com>) from 3rd March, 1999.

Right to Vote

Shareholders who are registered on the register of the shareholders held by Finnish Central Securities Depository Ltd on 12th March, 1999 at the latest and who wish to exercise their voting rights at the Meeting must give notice to the Company of their intention to attend on 12th March, 1999 at 6:00 p.m. at the latest. Notice may be given to the Shareholders' Registrar by telephone during office hours +358 9 180 7542, or in writing to the Shareholders' Registrar, Nokia Corporation, P.O. Box 226, FIN-00045, Nokia Group, Finland or by telefax +358 9 452 3189. Written notice should arrive on 12th March, 1999 at 6:00 p.m. at the latest.

Payment of Dividend

The record date for the dividend for 1998 is 22nd March, 1999. The Board will propose to the Meeting a dividend of FIM 5.75 for each share and that the dividend be paid on or about 30th March, 1999.

Composition of the Board of Directors

Cesimir Ehrnrooth, Chairman of the Board, has announced that he will not stand for reelection at the Annual General Meeting to be held on 17th March, 1999. The Nomination Committee appointed by the Board of Directors has prepared a proposal on the composition of the Board to be made to the Annual General Meeting. The Nomination Committee has informed that it will propose that the number of members of the Board of Directors be nine and that Pirkko Aittala, Edward Anderson, Paul J. Collins, Jouko K. Leiskinen, Jorma Ollila, Robert F.W. van Oort, Vesa Vainio and Iiro Viinanen be re-elected to the Board, and Bengt Holmström be elected a new member of the Board, until the closing of the following Annual General Meeting. Mr. Holmström is Professor of Economics at M.I.T. in Massachusetts | Forensta Staterna.

Espoo, 29th January, 1999
Board of Directors of Nokia Corporation

Chubb to buy Executive

By Andrew Bolger,
Insurance Correspondent

Chubb, the New Jersey-based general insurer, agreed yesterday to buy Executive Risk, a Connecticut-based company that covers corporate directors and officers, for about \$748m in shares.

Dean O'Hare, Chubb's chairman, said the acquisition would generate annual savings of about \$16m-\$18m, but he emphasised the deal was not primarily about cutting costs.

"It's about revenue generation," Mr O'Hare said. "This is going to increase substantially our ability to grow one

of our most profitable specialty lines, which is executive protection."

The terms of the deal call for Executive Risk shareholders to receive 1.235 Chubb shares for each Executive Risk share. Chubb shares fell \$38, or nearly 7 per cent, to \$544 in midday trading. Based on that price, the deal valued Executive Risk at about \$748m.

The deal comes about a week after Chubb reported lower fourth-quarter profits, as prices in the standard commercial lines business continued to deteriorate.

The decline in profits followed several disappointing quarters last year, which

helped to fuel speculation about Chubb as a possible takeover target.

Chubb expected the transaction to result in decrease in earnings of about 2 per cent in 1999, followed by a slight increase in 2000. Shares of Executive Risk have been under pressure over the past year due to concern over exposure to losses related to lawsuits against executives for failure to properly prepare their businesses for the year 2000 computer problem.

But Mr O'Hare said: "I am extremely confident that Executive Risk's book is well protected from year 2000 exposure."

Financial Times Surveys

Broadcast Media

Thursday April 8

For further information please contact:

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FINANCIAL TIMES

No FT, no comment.

Japan's 1000

NEWS DIGEST

President of Citigroup to sell \$43m stake

John D. Allen, the former president of Citicorp, is to sell \$43 million of his shares in Citicorp, according to a report in the Wall Street Journal. Allen, who was Citicorp's president from 1985 to 1990, is now a director of the company. The report says that Allen is planning to sell his shares over the next few months. The sale is expected to raise about \$43 million for Allen. Allen's stake in Citicorp is worth about \$100 million. The sale is expected to be completed by the end of the year.

PRIVATE INVESTMENT

Mass fund closes

Mass Mutual's T-1 Fund, a private equity fund, has closed its 10th anniversary. The fund was established in 1989 and has since then invested in a number of private equity deals. The fund's performance has been strong, with a total return of about 20% per year. The fund is now open to new investors.

INFORMATION TECHNOLOGY

CA to buy CMI

Computer Associates is to buy CMI, a company that makes software for the financial services industry. The acquisition is expected to be completed by the end of the year. The acquisition is expected to be a cash transaction. The acquisition is expected to be a strategic move for Computer Associates.

cuts and margin

The Federal Reserve has cut the discount rate by 50 basis points, to 5.25%. This move is expected to lead to a decline in the federal funds rate. The move is expected to be a response to the recent decline in the economy. The move is expected to be a signal that the Fed is concerned about the economy.

Free PC come with taxing demand

The Federal Reserve has cut the discount rate by 50 basis points, to 5.25%. This move is expected to lead to a decline in the federal funds rate. The move is expected to be a response to the recent decline in the economy. The move is expected to be a signal that the Fed is concerned about the economy.

Executive

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It's official. Our thinking is highly thought of.

Corporate Finance – January '99

Top Banks of the Year
Investment Bank of the Year
Equity-Linked House of the Year

Corporate Finance – December '98

Deals of the Year

Equity-Linked Offering of the Year – Swiss Life GEMMS
Equity-Linked Offering of the Year – Bell Atlantic (runner-up)
Equity Offering/Privateization of the Year – Swisscom
Syndicated Loan of the Year – GEC
International Bond Deal of the Year – KPN (runner-up)
Yankee/144A Bond of the Year – Akzo Nobel (runner-up)
Buyout of the Year – Investcorp/Watmoughs – BPC
Buyout of the Year – KKR/Willis Corroon (runner-up)
M&A/Demerger of the Year – Coca-Cola Beverages (runner-up)
High Yield Bond of the Year – Sirona (runner-up)

Euromoney – January '99

Overall Winner of the Poll of Polls

– No. 1 Underwriting
– No. 1 Trading
– No. 1 Advisory

Institutional Investor – January '99

Deals of the Year

Loan of the Year – GEC
Equity-Linked Deal of the Year – Swiss Life GEMMS
Privatization Deal of the Year – Swisscom
Securitization Deal of the Year – Optimum Finance
Derivatives/Reverse Convertible of the Year – Goal

International Equity Review – January '99

Deals of the Year

Best Equity-Linked Debt Issue – Swiss Life GEMMS
Best Swiss Equity Issue – Swisscom
Best Privatization Issue – Swisscom
Most Impressive Lead Manager of European Equity Issues

International Financing Review – January '99

Review of the Year 1998

European Equity House of the Year
Equity-Linked House of the Year
European Equity-Linked House of the Year
Equity-Linked Issue of the Year – Swiss Life GEMMS
European Equity-Linked Issue of the Year – Swiss Life GEMMS
Privatization Issue of the Year – Swisscom
DM Bond of the Year – KPN
European Project Finance Loan of the Year – Saltend

Warburg Dillon Read, named "Investment Bank of the Year", *Corporate Finance*, January 1999.



Warburg Dillon Read

An investment bank of global intelligence

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COMPANIES & FINANCE: EUROPE

PHARMACEUTICALS SALES IN US AND EUROPE MAKE UP FOR FALLS ELSEWHERE

Asia turmoil fails to dent Schering

By Tony Barber in Frankfurt

Schering, the German pharmaceutical group, said yesterday it had suffered a sharp drop in sales in Japan and south-east Asia last year as a result of the region's financial and economic turmoil, but that a good performance in Europe and the US had made up the difference.

The share price of the Berlin-based company dropped by more than 2 per cent after the published preliminary 1998 results showed that turnover in south-east Asia had fallen by 28 per cent and sales in Japan had fallen by 10 per cent.

In Latin America, where Schering became caught up last year in a controversy over fake contraceptive pills that found their way on to the Brazilian market, the company said sales fell by 1 per cent.

Schering's results are expected to mirror those of other German exporters which relied increasingly last year on buoyant markets in Europe and the US to offset difficulties in Asia and, to a lesser extent, Latin America.

About 85 per cent of Schering's sales go outside Germany. "Downturns caused by exchange rate developments were particularly noticeable in south-east Asia, Latin America, Turkey and Japan," the company said. "Reductions in earnings in

Asia and Latin America were fully offset by good business development in Europe and the US."

Schering, which in November became the first German company to proceed with a buy back of its own shares, said overall group profits had risen by 7 per cent last year to DM478m (€244m, US\$276m) while group sales in terms of D-Marks had increased by 3 per cent to almost DM6.4bn.

Sales of Betaferon, the company's best-selling product, which is used in the treatment of multiple sclerosis, increased by 7 per cent to DM720m.

The product, which is marketed in the US under the name of Betaseron, accounted for more than one-third of turnover in Schering's therapeutics division, which reported an almost 5 per cent increase in sales to DM2bn.

Sales of the company's fertility control and hormone

therapy operations increased by 8 per cent to DM2.27m, but sales of diagnostics products fell by 6 per cent to DM1.48m.

The move underscores what mining analysts say is the lack of a consistent mining policy in the Democratic Republic of the Congo. It has fuelled official corruption and led to litigation pitting foreign mining houses against each other and against the government.

As a result of this and political instability, many of the companies who rushed to seize what appeared to be a golden opportunity to exploit some of the world's richest mineral deposits after the overthrow of the late dictator, Mobutu Sese Seko, have found themselves unable to keep to investment programmes.

They have also been hampered by the growing reluctance of banks to provide financing. Ashanti began negotiations to buy Mindev shares in the 2,000 sq km Kilimoto gold field in the north-east of the Congo in 1996.

Two civil wars in as many years, as well as the illegal handling of the concession by Congolese officials, have stalled exploitation of the area, believed to contain some of the most concentrated deposits of gold ore on the continent.

It is understood that Mindev's claim hinges on delays in honouring an original

agreement, which included provisions for an investment of more than \$300m. It is also alleged that the company capitulated to a bid by Ashanti to take over its entire majority stake in the concession after its contract was illegally revoked by a government order in 1997.

A court in Brussels, ruling last Friday on procedural matters only, issued an injunction enforcing confidentiality obligations on issues that arose during earlier mediation.

As a result, Mindev will have to renege a request for arbitration at the International Court of Commerce in Paris, withdrawing allegations that mediation had failed due to Ashanti's "bad faith".

It was only at the end of last year that the Congolese government recognised Ashanti's rights to the concession. This followed the arrest of several Congolese mining officials for the role they played in awarding it illegally to a third company, Russell Resources.

It was also after the area, in which the concession is situated had fallen under the control of Ugandan-backed rebels fighting to end the two-year rule of President Laurent Kabila.

Ashanti's legal team said they were confident the claims against the company were "unfounded", and added that they were suing Mindev for damages at the International Court of Commerce. They were less confident that they would be able to access the Kilimoto concession in the near future to exploit the gold.

advantage of the situation. So far, Mr Glushkov remains. But others who have lost their places in the reduced management committee were in the Berezovsky camp.

Aeroflot's commercial director, a former LogoVAZ executive, was suspended last week following an internal audit inquiry. The head of Aeroflot Group Tours is expected to leave soon. AvtoVAZ is no longer the airline's bank. And while Mr Okulov will not confirm that links with Andava will be cut, he stresses that future contracts will be the result of competitive tenders.

Whatever the reasons, analysts argue that the consolidation of management is positive for shareholders - although the outlook still remains bleak in an airline market severely shaken by last year's crisis.

Steve Thomson, with United Financial Group in Moscow, says: "Aeroflot is by far the most likely airline to survive, but its survival by attrition, not by strength."

The battle may not be over. Yet Mr Okulov is pressing ahead with his business plan, including the continuing development of Aeroflot's hub system across Russia, and the \$70m first phase of a dedicated third terminal at Moscow's Sheremetyevo airport.

acquire equity from existing shareholders via Aeroflot Tour Group and Aeroflot Tours.

Importantly, a number of key executives at Aeroflot are said to be close to him. Above all, Nikolai Glushkov, who worked at Mr Berezovsky's LogoVAZ group, joined

Aeroflot, went back to LogoVAZ but remains on the airline's board.

With relations tense between Mr Berezovsky and the government of Yevgeny Primakov, and raids by prosecutors on companies linked to the oligarch, Mr Okulov appears to have taken

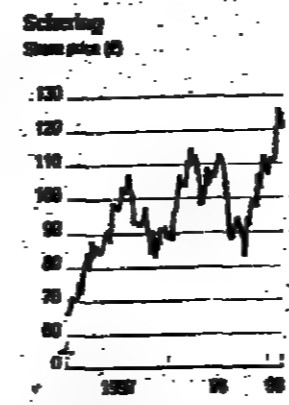
rise in this year's group profits of more than 10 per cent.

Gea, which relies on exports for about 80 per cent of its sales, increased its 1998 net profit by 20 per cent to DM192m. MG is acquiring its stake in Gea from Gruyzer Bank of Zurich, which is pooling shares from institutional and private investors as well as from the Gea founder family. Merrill Lynch acted as MG's advisers in the deal. JP Morgan advised the selling consortium of Gea shareholders.

after taxes. Based on Hoechst's market capitalisation of about DM40bn (€20.5bn, \$31.1bn), that adds about 25 per cent to the value of each Hoechst share. Hoechst still owns Celanese and Ticona, which it intends to jointly list some time soon, industrial gases unit Messer Griesheim, chemicals unit Wacker, a 45 per cent stake in specialty chemicals firm Clariant and RR Vet, which it decided not to merge with Rhône-Poulenc's own animal health joint venture, Merial.

Rhône-Poulenc's remaining non-core asset, its 68 per cent stake in specialty chemicals firm Rhodia, is worth roughly DM2.7bn. Meanwhile, Hoechst's and Rhône-Poulenc's core assets, or life science activities, are valued equally.

That means that both Hoechst and Rhône-Poulenc which will be called Aventis Hoechst and Aventis Rhône-Poulenc after July 1, will each hold a 50 per cent stake



Schering share price (p) 1995-1998

MSDW may boost Spanish presence

By Tom Burns in Madrid

Morgan Stanley Dean Witter, the global US financial services company, is expected today to boost its local presence in Spain by acquiring AB Asesores, the securities house, in a transaction thought to be worth \$300m-400m.

The takeover will give Morgan Stanley an edge over other overseas companies seeking a slice of Spain's mutual funds business.

The absorption of Asesores, which is Spain's biggest non-bank financial services group with \$4.3bn under management at the end of last year, also highlights the vulnerability of domestically orientated institutions in the euro-zone.

Salvador Garcia Atance, a founding partner of Asesores and its chief executive, said: "When a global institution like Morgan Stanley decides that a local presence is important it is because that is what investment banking will look like in the future. We ourselves would have had difficulties in the long term without a global dimension."

Morgan Stanley, which last year obtained the largest share of Spain's merger and acquisition business, and became the leading issuer of Spanish equities, now moves forcefully into the domestic retail market with an Asesores network of 44 nationwide offices serving 40,000 high-net-worth clients.

Merrill Lynch travelled along the same global road to enter the Spanish market three years ago when it paid \$28.7m for FG, a Madrid firm that at the time rivalled Asesores as an independent broking house. Last year Merrill said it would move into private banking in Spain by opening four regional offices, one of which is already operating in Barcelona.

The Morgan Stanley deal is different because Asesores already runs a strong private banking franchise modelled on that of US financial services institutions, and comes at a time when the domestic mutual fund business has gathered a seemingly unstoppable momentum.

In the past three years Spain has become a star performer in the asset management business. Managed mutual funds at the end of last year totalled approximately \$245bn, up from \$125bn in December 1997 and forecasts for the compound annual growth rates over the next four years range from 13 per cent to 22 per cent.

Overseas institutions have found it hard to penetrate the market because more than 90 per cent of the funds under management are controlled by Spain's commercial and savings banks. International fund management groups have been forced to negotiate distribution agreements with big domestic institutions.

Executives at Rhône-Poulenc insist the 50:50 split is not negotiable. Hoechst's remaining non-core assets are worth at least DM10bn

AEROFLOT MD HOPES MANAGEMENT SHAKE-UP WILL PUT AIRLINE ON THE RIGHT COURSE

Clear for take-off despite storms

By Andrew Jack in Moscow

The blizzard blowing outside the window of the managing director of Aeroflot this weekend was mild compared to the powerful political storm brewing inside his company.

In the last few days, Valery Okulov has overseen a radical shake-up that simplifies the corporate structure of Russia's largest airline and concentrates management more tightly in his hands. Where there were six senior vice presidents and many little "empires" across the group, now there are two first deputy general managers reporting directly to him. The management committee of 20 has been cut to 15.

As the company yesterday announced its results for last year, Mr Okulov conceded that the company had scraped a small profit amid tough conditions for the cargo and passenger business.

It is a move designed above all, he said in an interview, "to tighten control of the company and make it transparent. We want the company to be more attractive to investors. We want to build a completely new Aeroflot."

He stressed that all links with the airline's international investors and business partners would remain untouched.

He did his best to make the case for the recent changes in purely managerial terms, stressing that "we don't consider it to be a question of personalities". Since the state sold a 49 per cent stake in 1994, the group has come a long way, closing a number of routes that had been operated for reasons of prestige more than profit and noticeably improving customer service.

But in Russia it is hard to separate business from politics, especially in view of those who have been reshuffled. Insiders say the changes that have taken place are the latest development in a long-standing conflict between Mr Okulov's team and a group of executives within Aeroflot closely connected to Boris Berezovsky, the business "oligarch".

Mr Berezovsky helped to bankroll President Boris Yeltsin's re-election in 1996, and is reportedly a friend of Tatiana, his younger daughter. Mr Okulov, who became managing director in May 1997, is a career navigator for Aeroflot. He is also married to Elena, Mr Yeltsin's elder daughter.

While Mr Berezovsky denies he has any connection with Aeroflot, others suggest he indirectly owns a significant proportion of shares. Some insiders argue he was behind attempts at the start of this year to



Hands on: Valery Okulov has taken greater control AP

acquire equity from existing shareholders via Aeroflot Tour Group and Aeroflot Tours.

Importantly, a number of key executives at Aeroflot are said to be close to him. Above all, Nikolai Glushkov, who worked at Mr Berezovsky's LogoVAZ group, joined

MG's share price by 14 per cent and Gea's by more than 20 per cent. MG said its future engineering subsidiary, consisting of Gea and Lurgi, a Frankfurt-based subsidiary that specialises in turn-key plants and engineering technology, would have joint annual sales of almost DM10bn (€5.1bn, \$5.8bn).

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Metallgesellschaft aims to buy Gea

By Tony Barber in Frankfurt

The German industrial group Metallgesellschaft, which has returned to profit after being rescued from near-collapse in 1993, launched a strategic realignment of its business yesterday when it announced plans to acquire Gea, a medium-size company specialising in advanced technology machinery.

MG said it would use 20m of its own shares plus cash to buy a 74.85 per cent stake

in Gea, based at Bochum in the heart of Germany's Ruhr industrial region. The deal is estimated to be worth more than €310m (\$350m), based on MG's closing share price last week of €16.70.

MG described the purchase as part of a wider restructuring in which it will withdraw from metal trading and dispose of its building systems division, concentrating instead on two core activities - engineering and chemicals.

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Framatome in change of strategy

By David Owen in Paris

Framatome, the French nuclear construction and connectors company, has unveiled a re-organisation that may facilitate the exit of Alcatel, a leading shareholder, from the nuclear sector.

The French telecommunications equipment group is understood to have had talks with the French government about swapping part or all of its 44 per cent interest in Framatome for something closer to its core activity.

One option would be to exchange the stake for more shares in Thomson-CSF, the defence electronics company in which Alcatel has a 16 per cent interest.

Another might be to concentrate its Framatome holdings in the connectors side of the business, which has grown in importance with last year's acquisition of US-based Berg Electronics and could be closer to Alcatel's cables activity.

The Berg acquisition has shifted the centre of gravity at a company created 40 years ago as Franco-Américaine de Constructions Atomiques to develop French expertise in nuclear reactors, lifting its workforce by more than 40 per cent and making the connector business the leading Framatome employer. Activities have been split into two divisions: energy and connectors.

Mindev sues Ashanti in gold dispute

By William Watts in Lagos

Mindev and Associates, the Belgian mining company, is suing Ghana's Ashanti Goldfields for \$300m after a protracted dispute over the implementation of a share purchase agreement in a gold concession in the Democratic Republic of the Congo.

The move underscores what mining analysts say is the lack of a consistent mining policy in the Democratic Republic of the Congo. It has fuelled official corruption and led to litigation pitting foreign mining houses against each other and against the government.

As a result of this and political instability, many of the companies who rushed to seize what appeared to be a golden opportunity to exploit some of the world's richest mineral deposits after the overthrow of the late dictator, Mobutu Sese Seko, have found themselves unable to keep to investment programmes.

They have also been hampered by the growing reluctance of banks to provide financing. Ashanti began negotiations to buy Mindev shares in the 2,000 sq km Kilimoto gold field in the north-east of the Congo in 1996.

Two civil wars in as many years, as well as the illegal handling of the concession by Congolese officials, have stalled exploitation of the area, believed to contain some of the most concentrated deposits of gold ore on the continent.

It is understood that Mindev's claim hinges on delays in honouring an original

agreement, which included provisions for an investment of more than \$300m. It is also alleged that the company capitulated to a bid by Ashanti to take over its entire majority stake in the concession after its contract was illegally revoked by a government order in 1997.

A court in Brussels, ruling last Friday on procedural matters only, issued an injunction enforcing confidentiality obligations on issues that arose during earlier mediation.

As a result, Mindev will have to renege a request for arbitration at the International Court of Commerce in Paris, withdrawing allegations that mediation had failed due to Ashanti's "bad faith".

It was only at the end of last year that the Congolese government recognised Ashanti's rights to the concession. This followed the arrest of several Congolese mining officials for the role they played in awarding it illegally to a third company, Russell Resources.

It was also after the area, in which the concession is situated had fallen under the control of Ugandan-backed rebels fighting to end the two-year rule of President Laurent Kabila.

Ashanti's legal team said they were confident the claims against the company were "unfounded", and added that they were suing Mindev for damages at the International Court of Commerce. They were less confident that they would be able to access the Kilimoto concession in the near future to exploit the gold.

advantage of the situation. So far, Mr Glushkov remains. But others who have lost their places in the reduced management committee were in the Berezovsky camp.

Aeroflot's commercial director, a former LogoVAZ executive, was suspended last week following an internal audit inquiry. The head of Aeroflot Group Tours is expected to leave soon. AvtoVAZ is no longer the airline's bank. And while Mr Okulov will not confirm that links with Andava will be cut, he stresses that future contracts will be the result of competitive tenders.

Whatever the reasons, analysts argue that the consolidation of management is positive for shareholders - although the outlook still remains bleak in an airline market severely shaken by last year's crisis.

Steve Thomson, with United Financial Group in Moscow, says: "Aeroflot is by far the most likely airline to survive, but its survival by attrition, not by strength."

The battle may not be over. Yet Mr Okulov is pressing ahead with his business plan, including the continuing development of Aeroflot's hub system across Russia, and the \$70m first phase of a dedicated third terminal at Moscow's Sheremetyevo airport.

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COMPANIES & FINANCE: UK

LEISURE COMBINED GROUP WILL BECOME UK'S SECOND LARGEST HOTELIER AND CASINO OPERATOR

Ladbroke makes £1.46bn bid for Stakis

By Elizabeth Robinson

Ladbroke, the hotels and gaming group, has offered to buy Stakis in a cash and share deal that values the hotels and casino company at £1.46bn (\$2.39bn), including £215m debt.

The combined group would be the UK's second largest hotelier after Granada, the second largest casino operator after Rank and the largest health club company.

David Michels, Stakis chief executive, who rescued the

Scotland-based company from near bankruptcy, will rejoin his old employer Ladbroke to head its Hilton International hotels division. He replaces David Jarvis who is leaving the company.

Peter George, Ladbroke chief executive, said: "This fits like a glove. I never thought we would get into the provincial casino market." He said he would use the absorption of Stakis's 22 regional casinos as an opportunity to restructure Ladbroke's own gaming operations.

Mike Smith, who currently heads that division, has been appointed chief executive of Rank, the leisure company. Ian Payne, who manages Stakis's casino division, may be appointed to head the combined gaming unit.

Ladbroke is offering Stakis shareholders 57.7p of cash plus 0.382355 new Ladbroke shares for every Stakis share held, as well as the Stakis final dividend of 1.75p a share.

Although Ladbroke proposes to pay for the deal in a fixed combination of 60 per

cent equity and 40 per cent cash, Stakis shareholders can "mix and match", electing to take any combination of cash and shares.

If the deal is successful, Ladbroke will rebrand Stakis's 54 hotels as Hilton, doubling the number of Hilton rooms in the UK to 16,000.

Ladbroke's five London casinos and 1,900 betting shops currently make it evenly balanced between hotels and gaming in terms of profits. After the deal, the group expects to derive

around two-thirds of its profits from hotels.

Ladbroke yesterday issued unaudited estimated results for 1998. Profits before tax and exceptional items rose 22 per cent to £276.9m with earnings per share rising 21 per cent to 17.5p.

Analysts praised the deal as offering a good fit. The companies complement each other geographically with no overlap; they both offer four-star hotels; and Stakis's Living Well health clubs already operate in 22 Hilton properties.

Mr George saw the Living Well clubs as a way to expand Hilton International overseas. "This gives us an extra dimension in terms of competition for hotel properties by offering health and leisure facilities."

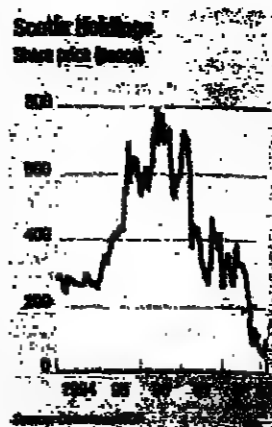
Ladbroke approached Stakis in November after a strategic review in the summer of its hotel business. Mr George also said that talks last year on links with Hilton Hotels Corporation, the company that controls the Hilton name in the US, had come to nothing.

COMMENT

Scotia Holdings

It is a measure of the neglect afflicting biotechnology companies that, yesterday morning, Scotia's market value was similar to its 250m-plus cash pile. One piece of good news and its shares jump 42 per cent. As usual, there is a strong element of jam tomorrow. Olibra, the appetite suppressant, could end up in foods in markets worth up to \$75bn. Scotia will get 2.3 per cent of that market, the annual return will match Scotia's investment to date of less than 15m. But the products do not start to roll for two years. Foscan, used in laser treatment of cancer tumours, may be on the market sooner.

Scotia lost its partner for this drug last November, completing a rout of its shares. They are still only a quarter of last year's high. Investors should lay off the appetite suppressants.



There is even less room at the inn for small operators

Consolidation could be on the menu this year as leading groups seek to promote their brands, writes Elizabeth Robinson

Ladbroke has beefed up its Hilton brand at a stroke by buying Stakis's 54 hotels. It has doubled the number of rooms under the Hilton brand to 16,000 and should save £15m (\$25m) in costs by combining its administration and marketing arms with those of Stakis.

But according to some observers, the £1.6bn takeover - plus the assumption of £215m debt - may be the forerunner of even bigger deals.

"Consolidation has been expected in the industry for some time," said Ian Burke, chief executive of Thistle Hotels - until yesterday the UK's second largest hotels group. "We will see more of it in 1999."

Driving the consolidation is the fact that in an industry with a total of 550,000 rooms, no brand - at least until yesterday's deal - had more than 13,000 rooms. Although Granada is the UK's biggest hotelier with some 18,000 rooms, they are spread across several brands and price scales, from the budget Travelodge to the upmarket Le Meridien business.

By any standards this is a fragmented business. Mr Burke said: "I don't think 16,000 rooms for Hilton is the end of the story."

As for Thistle's own ambi-

tions - the company has 10,700 four-star rooms - Mr Burke would only say: "At the moment we are focused on improving our existing business. If other options come along, we'll have to look at them."

A consolidation would yield big savings. Bigger

There is still a desire for Hilton and Hilton Hotels Corporation to hook up again

hotel groups would also enjoy the benefits of larger reservations systems, loyalty programmes and wider brand recognition.

Ladbroke yesterday said that the deal had given it a combined database of 3m members of loyalty programmes.

UK hotels are still enjoying growth, albeit slower, in both occupancy and rates.

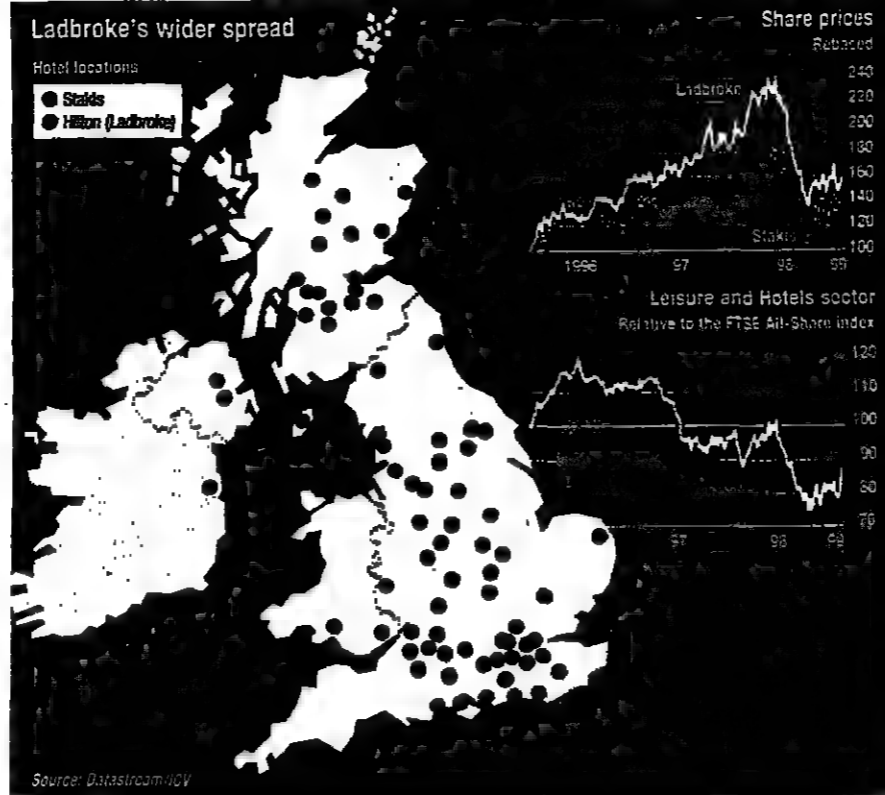
A survey of provincial UK hotels by BDO Hospitality, the hotel consulting group, found that in the 11 months to November 1998 occupancy rose 0.7 per cent, with average room rates increasing 7 per cent, giving yield

growth of 8 per cent. David Bailey, BDO associate director, said: "We noticed a slowdown in yield growth, particularly in London hotels, but the general market is still doing well."

Hoteliers expect this growth to continue. A recent BDO confidence survey found that 50 per cent expect to maintain or improve their business this year. "They're not as confident as last January, but these figures do not reflect a group of people who expect a nosedive," said Mr Bailey.

For Ladbroke the key to yesterday's deal is room rates. Occupancy at Stakis in particular is already high - about 78 per cent - so growth will come from increases in room rates. "This isn't just slotting two hotel groups together," said David Michels, the Stakis chief executive who will now head Ladbroke's hotel operations. "This is about room rates. What is more important than growth in occupancy is growth in room rate. We believe people will pay a premium for this brand name."

The Hilton name is one of the best recognised in the world, and Ladbroke operates it outside the UK. The expansion of the brand within the UK through the purchase of Stakis is just



one sign of Ladbroke's ambitions. Peter George, Ladbroke chief executive, yesterday said: "We will continue to build our business internationally."

However, the company cannot do this without a sideways glance at Hilton Hotels Corporation, the Californian group that controls

the brand in the US. The two groups have been in a long on-and-off courtship. Yesterday Mr George said: "There is still a desire for Hilton and HEC to get hooked together again. We both have that objective."

Yesterday's deal, Mr George admits, was in part prompted by a breakdown in

talks between the US group and Ladbroke. The two groups already enjoy joint marketing but clearly Mr George is seeking something bigger. The Stakis deal, he said, now makes the US alliance more solid. Observers speculate that a far closer relationship could be in the offing.

Scotia deal with General Mills

By David Pilling

General Mills, the US food group, yesterday became the latest company to attempt to lure health-conscious consumers with "functional foods" when it signed an agreement to license an appetite suppressant from Scotia Holdings, a UK biotechnology company.

Olibra, a natural product that Scotia claims fools the gut into believing it is full, is part of a new wave of nutraceuticals - premium-priced food said to contain medicinal or other beneficial properties. Olibra will join spreads made by Johnson & Johnson and Unilever that help to reduce cholesterol.

Scotia shares, which rose sharply last week, rose a further 20p yesterday, closing at 89p.

General Mills, with brands including Betty Crocker desserts and dinner mixes, Yoplait yoghurt, and Big G cereals, has exclusive rights

to use Olibra in all food and beverages in the US, Canada and Mexico. The company, which has annual sales of \$8m, is believed to be investigating the possibility of including Olibra in seven categories of food, including soups, salad creams, cereals, desserts and yoghurts.

The terms of the deal were not disclosed, but General Mills will provide development, manufacturing and marketing costs, as well as making milestone payments and royalties. Olibra is sold in yoghurts in the UK, Sweden, Denmark and Finland under the brand name Mavil. Produced by Skanemejerier, a Swedish dairy company, the yoghurt has gained about a 2 per cent market share.

Robert Dow, chief executive of Scotia, said: "General Mills has signed up that's a validation of the technology." He admitted there had been scepticism about whether Olibra worked.

Rebus succumbs to US takeover

By Christopher Price

Disenchantment with the UK stock market has led Rebus, the information technology group, to agree a £171.9m (\$282m) takeover by Warburg Pincus and General Atlantic Partners, the US investment groups.

Rebus, which was demerged from CE Health, the insurance group, in 1996, has long complained about the low rating put on its shares by investors in the otherwise buoyant market for IT companies.

The 182p a share offer is at a 32 per cent premium to Rebus's share price last Thursday, the day before news of the negotiations broke.

It represents a multiple of 32 times historic earnings and about 25 times prospective earnings.

Rebus shares opened at 88p when trading began on April 16 1998. They rose 18p to 177p yesterday.

Ed McKinley, managing director of Warburg Pincus's European operations, said it would probably be "several years" before Rebus became a public company again.

	Turnover (£m)		Pre-tax profit (£m)		EPS (p)	Current payment (£)	Date of payment	Dividends corresponding dividend	Total for year	Total for year
	Yr to Dec 31	8 mths to Dec 31	Yr to Dec 31	8 mths to Dec 31						
Deight	344.8 (278.9)	117.4 (129.4)	28.52 (28.73)	all	4.8	2.65	7.2			
PizzaExpress	10.8 (8.4)	1.18 (1.14)	5.48 (5.21)	2.5	Apr 6	2.5	2.5			
Rebus	8 mths to Dec 31	8 mths to Dec 31	15.2 (10.7)	1.3	Apr 6	1.05	1.05			
Investment Trusts										
Other	22.3 (55.1)	1.17 (1.22)	7.81 (8.14)	5.1	Feb 26	4.5	5.6			

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. (c) increased capital. (d) includes foreign income dividends element.

Internet access

Free internet access is like a free lunch. It does not exist. But cheap internet access does. Its most successful UK providers, such as Dixons, have ditched the US model of subscription charges. Instead, they make money by reselling a slice of the local phone charges levied when customers dial into the internet. This would not be possible in the US, where local calls are generally free.

The snag is that this practice, not just by Dixons but also Tesco and now Arsenal football club, has got up the noses of local telecommunications operators. They think the slice of the pie they receive - which is determined by the telecoms regulator and supposed to cover their costs - is too small. Unless they can show they are receiving less than their costs, the regulator should give this argument short shrift. After all, there is nothing to stop these same operators starting to emulate Dixons, as British Telecommunications seems belatedly to have realised.

Another gripe also looks dubious: that Dixons' business model is unsustainable. Not only is it far from obvious that the revenue from phone calls will be insufficient to cover the additional costs but Dixons expects in time to develop a new revenue stream from advertising.

But even if the business model does not stack up, too bad. Dixons will just have to cut its losses. There is no need for the regulator to act as nanny.

NEWS DIGEST

ENGINEERING

Marine and turbine side gives lift to Vickers

Vickers, the UK engineering group in the throes of restructuring, yesterday said that trading profits last year dipped slightly after a decline at its defence systems division. But it added that a continuing improvement in results from marine and turbine components had helped it achieve a good second-half performance overall.

Vickers revealed the figures in a document dealing with its recommended cash offer for Ustain Holding, the Norwegian maritime equipment company. The UK company will pay £304m (\$495m) and take on £54.8m of debt for the acquisition, which is seen as an indication that it plans to focus on marine propulsion.

Vickers said it made a profit, before tax and exceptional items, of £55.8m for 1998. Pre-tax profits would be hit by a restructuring charge of £80.6m.

The business being acquired will be called Vickers-Ustain Marine, and will be headed by Boaz Mikkelsen, the Ustain chief executive. Michael Peel in London and Valeria Skold in Oslo.

RETAILERS

Upbeat statement from Safeway

Safeway, the UK's fourth largest supermarket chain which issued a profits warning 12 months ago, yesterday claimed its business "has never been in better shape" as it reported a strong rise in current trading. Colin Smith, chief executive, said sales excluding new space and petrol rose 3 per cent for the first 17 weeks of the second half. Over the Christmas period, the six weeks to January 2, Safeway turned in a like-for-like rise of 2.9 per cent.

The increase stands in sharp contrast to the current trading statement on Friday from larger rival, J Sainsbury, which showed underlying sales growth of 1.2 per cent, or an actual decline excluding inflation. However, its shares fell 2p to 276p, as analysts trimmed annual profit forecasts by about £5m to £345m. Peggy Hollinger

INSURANCE

Ace backs nuclear pool

Ace Global Markets, the UK subsidiary of the Bermuda-based insurance and reinsurance group, is to support the British Nuclear Pool, which provides about a quarter of worldwide insurance capacity for the nuclear industry. The British pool was established by insurers in 1956 at the prompting of the UK government to make the nuclear industry a more attractive insurance option. The high-severity, low-frequency nature of the risk had resulted in a shortage of capacity in the early years of the industry.

There are now 20 nuclear pools in the world. Known formally as the British Insurance (Atomic Energy) Committee, the British pool is the largest outside the US, with the ability to cover liabilities of £500m. Andrew Botger

DISTRIBUTORS

Inchcape shipping side sold

Inchcape yesterday moved a step closer to its goal of focusing on international motor distribution with the £47.5m sale of its shipping services division. The group, which last March announced its plan to transform itself from a diversified trading company, has now sold four businesses. Inchcape Shipping Services has been bought by Electra Fleming, the venture capital group.

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ENVIRONMENT & MANAGEMENT

ENVIRONMENT CAMPAIGNING

Greens gun for finance

Environmentalists have become increasingly aware of the pivotal role of financiers in the world economy, writes **Vanessa Houlder**

The threat of "green" activism has become a fact of life for many companies. Industries such as road building, mining, oil and chemicals are painfully aware of the risks of being singled out by environmental campaigners.

Now environmentalists are turning to new targets. In particular, they are squaring up to banks and financial institutions which are judged to have taken insufficient account of environmental issues in their lending decisions.

The National Wildlife Federation, the US conservation group, has recently extended its long-running campaign to improve the environmental awareness of government-backed development banks to the private sector. "We feel banks have a critical role to play," says Julie Tanner, senior financial analyst at National Wildlife Federation.

NWF has been one of more than 40 environmental and human rights groups protesting against the massive Three Gorges Dam project in China, which has been attacked for displacing more than 1m people and causing immense ecological damage.

When two years ago, a handful of banks - Lehman Brothers, Morgan Stanley, J.P. Morgan, BankAmerica, Smith Barney and Credit Suisse First Boston - sponsored bonds for the State Development Bank of China, the project's backers, they found themselves at the centre of a storm of protest.

The environmental groups wrote letters of protest and lobbied

shareholders against investing in the banks that helped finance the project. Financiers became cautious about risking their reputation, raising the possibility that the project would be left with a hole in its funding.

This lobbying effort indicates a wider trend. "A new development in the 1990s is that environmental NGOs [non-governmental organisations] have started to target financial institutions, instead of governments and prominent public corporations," according to a report on financial institutions and sustainable development for the European Commission by Delphi, a consultancy.

In part, that is because financial institutions may present a more visible target than the company involved. It also reflects a growing awareness on the part of environmentalists of the pivotal role of finance in the world's economy. Government involvement in controversial projects has tended to fall, leaving a gap for increased private investment.

Banks, particularly European, are responding. In 1992 the United Nations Environment Programme brokered a statement by banks on the environment and sustainable development in which 115 banks made a commitment to incorporate the environment in all aspects of business.

A recent survey found that 80 per cent of these institutions had introduced specific environmental products and services, while 75 per cent of them had introduced a policy on environmental risk and corporate credit.

But even the pioneers admit a

lot of work remains. In the UK, Friends of the Earth is gathering material for a campaign directed at the City of London. "The plan is to try to have more of an influence on the financial sector generally," says Tony Juniper, of Friends of the Earth.

"We have a long way to go before the environment is integrated into our day-to-day processes," says Linda Descano, vice-president, environmental affairs, Salomon Smith Barney. She acknowledges that US banks have been slow to sign up to the UN statement. "We have a problem getting US financial institutions to endorse the principle." In a litigious environment, banks are reluctant to endorse goals that they have not yet fulfilled.

'Recycling is nice but stringent guidelines are what really makes the difference'

Another concern voiced by Ms Tanner is that the banks are not disclosing their environmental guidelines to the public. As a result it is hard to judge their effectiveness. She also thinks banks have tended to emphasise internal issues concerning their environmental performance, rather than scrutinise their lending policies. "Recycling and energy management are nice but

stringent guidelines are what really makes the difference," she says.

But what can banks' guidelines be expected to achieve? The most obvious point is that they should aim to protect the bank against litigation. The credit assessment process should monitor whether the company to which money is being lent operates in a high-risk sector or owns contaminated land.

The risk of being held responsible for site clean-up costs if it forecloses on a defaulting company has preoccupied many banks. A landmark case in 1990 held that a US bank was liable for the site clean-up costs on the grounds it had the ability and opportunity to influence its client, a paint company, in its environmental practices.

But bankers are reluctant to go further than is absolutely necessary in monitoring the companies they lend to. "There is a widely held, but wholly inappropriate, view that the role of financial institutions should be that of environment policemen," says Derek Wanless, group chief executive of the NatWest Group. "Trained and expert regulators have a difficult enough task."

Nonetheless, he says, there are several areas in which the environment affects banks: as investors, as designers of financial products, in pricing risk, in estimating returns, as polluters, as victims (in that climate change alters the nature of risk) and as stakeholders capable of exerting influence. "I do believe that we can and do have influence and attempt to exercise it," he says. This is not an easy task. In a highly competitive corporate market, banks shy away from



attempting to influence the policies of large companies. But with smaller companies, many banks attempt to provide environmental information and products. The snag is that many environmental financial products require an environmental audit, the costs of which can easily exceed the discount on the loan.

As a result, progress in creating environmental products has

been slow. That has proved a source of frustration for many environmentalists, who are aware the banks will only use their influence for the benefit of the environment if they consider it to be in their broad interest.

But whatever the practical advances, there is little doubt that banks are increasingly prepared to voice their commitment to the environment. Sustainable

development - preserving natural and man-made capital for future generations - has particular relevance for the banking sector. Banks are in the risk business: ultimately, ignoring environmental issues may pose additional risks to their investments. In the view of Mr Wanless: "Financial growth and a healthy environment will go hand-in-hand in the long run."

MANAGEMENT RECRUITMENT

Trading in virtual reality

Richard Donkin looks at a computer system that enables a bank to monitor how aspiring traders react to real-life pressures

The job applicant was every investment bank's nightmare personified - another Nick Leeson in the making. Hiding losses seemed to come naturally to the graduate seeking a trading job at HypoVereinsbank, the German mortgage lender. By lunchtime his position was looking hopeless so he hung back at his screen carefully observing every disastrous deal he had made.

Yet-up to that point in the selection process he had seemed ideal. His grasp of the theory was excellent, his academic background and interview faultless. The bank had marked him down for a firm offer.

Not until he was at a screen, making deals in a full-blooded trading simulation, did his potential for deception emerge. No one was going to be criticised for making losses, but hiding them was inexcusable.

"He didn't realise the data is retained and the position came back on the screen after lunch. We would never have known that he was capable of such behaviour without seeing it for ourselves," says Susanne Ruoff, the bank's head of recruiting and development.

The "rogue trader" incident was recalled when the bank repeated the exercise for 50 MBA and PhD graduates flown to Boston this month from Europe and other parts of the US. HypoVereinsbank claims its trading and sales simulation for recruitment is leading the way.

The graduates were chasing some 30 vacancies. Starters with MBAs can expect to earn

DM120,000 (£61,000) (\$89,000) in their first year at the Munich headquarters.

A big advantage of simulation, says Ms Ruoff, is that it enables the bank to observe candidates' behaviour under pressure. The experience of a rogue trader bringing down a bank has focused attention on the ability of candidates to understand the principles of managing risk and balancing their position.

"It's not a question of where their profit and loss is at the end of the day, but how they behaved in achieving it," says Andrew Chisholm, the training consultant supervising the event at the Marriott Hotel.

Mr Chisholm and an associate, Paul Roth, a software specialist, assembled about 100 screens in the hotel's largest conference room. They built the exercises around Mr Roth's Risk Manager trading simulation software, normally marketed for dealer training among investment banks.

An important ingredient is the use of the bank's clients, many of whom have trading backgrounds, to place orders by telephone. The simulation is based on an actual day in the markets. In this case, April 9 1998 - the day on which the bank had launched an initial public offering of shares in Transact, one of its clients.

The designers had included a basket of equities, government bonds, US Treasury bonds, international bonds and about six currencies including some, like Polish zlotys, that reflected the bank's interest in the emerging markets of central Europe. Financial engineering candidates seek-

ing the so-called "rocket scientist" jobs would be asked to work out various derivatives.

"These are smart people," says Mr Chisholm, "but we want to test them in the actual conditions they would experience in the job. We don't want MBAs simply to act as order takers. They should be having conversations with their clients just as they would in reality. This job has a lot to do with attitude. All the candidates believe this is what they want to do but when it comes down to it

His position was looking hopeless so he obliterated every disastrous deal he had made

they are dealing with certain fundamentals. In the real world they are solving problems for their clients. The professionals have to manage risk."

Each of the candidates had undergone a day of training before being exposed to the reality of the trading room.

The brief to the bank's clients was to be tough but fair while candidates were advised to engage their clients, keep focused and talk sense. "The clients you will deal with in this business have no time for conversation that's not related to their specific circumstances. If you let it stray you will hear the phone go dead," says Mr Chisholm.

The candidate teams made a jerky start in their first half-hour of adrenalin-fuelled trading, often forgetting to call clients or book trades. Sales people muddled their dealings with traders as clients slammed down their phones or berated them for offering unrealistic prices.

Dieter Musielak, head of risk management, treasury, in the corporate finance division of Siemens, was playing the role of an aggressive hedge fund manager.

His briefing notes said: "Likes size - in the best times the fund may turn around close to its entire position within a day." That may explain his decision to make a \$1bn trade minutes before the market closed. "I'm having so much fun," he says.

Not all the candidates shared his enthusiasm. Jeffrey Sink, studying for a maths PhD at Michigan University, decided the job was not for him: "I don't want to spend all of my life with someone yelling at me."

Anna Magdalena Haslinger, on the other hand, a candidate working in foreign exchange sales, says: "I thought it was tremendous. I could do this every day. It's not an easy job but you don't get bored."

At the end of the session traders and clients alike had made profits. "As the day wore on, the candidates began to get the hang of it," says Mr Chisholm. So did the professionals.

Chris Childs, a fund manager at Foreign & Colonial Management, says: "I took the opportunity to do an options trade which I'd never done before and I couldn't resist making a \$1bn trade. It made my day. I've never traded \$1bn and I expect I never will."



Trading places: candidates are put through their paces under the critical eyes of experts

Melanie Dreyse

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Notice of Annual General Meeting

NOTICE is hereby given to the Shareholders of THE OASIS FUND ("the Company") that the Annual General Meeting will be held at the registered office of the Company, European Bank & Business Centre, 6, rue de Trèves, L-2659 Luxembourg, Grand Duché de Luxembourg on Wednesday 17 February 1999 at 5.00 p.m., or at any adjournment thereof, for the purpose of deliberation and voting upon the following agenda:

1. Submission of the Report of the Board of Directors and of the Auditor;
2. Approval of the Annual Report for the financial year ended 30 September 1998;
3. Discharge of the Directors in respect of their duties carried out for the financial year ended 30 September 1998;
4. Election of the Directors and Auditor for a term of one year;
5. Any Other Business.

A Shareholder entitled to attend and vote at the Meeting may appoint a proxy to attend and vote on his behalf and such proxy need not be a Shareholder of the Company.

Resolutions on the agenda of the Meeting will require a quorum and will be resolved by the majority of the Shareholders attending in person or by proxy.

In order to be entitled to attend the Meeting, holders of bearer shares must deposit their bearer share certificate in the working days prior to the Meeting with the following instructions:

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Shareholders who cannot personally attend the Meeting are requested to use the prescribed form of proxy (available at the registered office of the Company) and return it at least five working days prior to the date of the Annual General Meeting to the Company, c/o Fleming Fund Management (Luxembourg) S.A., L-2886 Luxembourg.

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EURO PRICES

EQUITIES

Euro-phoria fades fast as US speeds off

EUROPEAN OVERVIEW

By Vincent Bond

European stock markets fell back yesterday as earnings worries and the continued decline of the euro against the US dollar dominated investor sentiment.

Most sectors ended about a half-percentage point lower, reflecting what analysts said was the fairly broad-based

nature of the European economic slowdown.

Concern that European corporate earnings are in for a rough ride have been evident for weeks and now that post-euro enthusiasm has waned, investors are looking closely at core investment considerations.

The contrast between a sluggish euro-zone economy and the continued buoyancy of the US is also keeping

buyers out of euro-denominated assets.

The FTSE Eurotop 300 index of leading European shares fell 7.22 to 1,197.31, while the FTSE Eurotop 100 index fell 16.09 to 2,741.35. The FTSE Eurotop 100 index of shares in euro-zone markets ended 7.76 lower at 1,005.49.

Going against the generally gloomy wider market, however, a couple of sharp rises stood out. BMW

jumped 657.50 to €726.49 after an upgrading by Goldman Sachs and in reaction to Friday's boardroom bloodbath that saw a new chief executive appointed.

There is a growing view among industry analysts that the company is now a takeover target given the current bout of transatlantic consolidation in the car industry.

There were no confirmed

suitors, however, and the rest of the auto sector was quieter. Volkswagen, a potential partner for its domestic rival, fell 80 cents to €68.35 and DaimlerChrysler was €1.80 lower at €36.36.

French automakers were stronger; Renault gained €1.40 to €44.50.

Leisure stocks were a particular focus. Ladbroke, which gained 60 cents to €3.81, gave the hotel sector a boost. Its bid for Stakis pulled other stocks higher.

Accor rose €15.90 to €205. Luxury goods makers also made good gains, with LVMH rising €5.10 to €330 and Christian Dior up €3 at €115.50.

Financials, industrials and engineers were among the weakest sectors. French bank CCF fell €4.20 to €90.65 as profit-taking set in after recent gains. But Thyssen was a notable outperformer, adding €1.40 to €161.45.

FTSE EUROPEAN SHARE INDICES

Continued from page 24

Index	Value	Change	%	High	Low	Open	Close
FTSE Eurotop 300	1197.31	-7.22	-0.6	1204.59	1190.12	1197.31	1197.31
FTSE Eurotop 100	2741.35	-16.09	-0.6	2757.44	2725.26	2741.35	2741.35
FTSE Eurotop 50	1005.49	-7.76	-0.8	1013.25	997.73	1005.49	1005.49
FTSE Eurotop 250	1242.77	-1.81	-0.1	1244.58	1240.96	1242.77	1242.77
FTSE Eurotop 10	1257.57	-0.10	-0.0	1257.67	1257.47	1257.57	1257.57
FTSE Eurotop 5	1187.22	-0.10	-0.0	1187.32	1187.12	1187.22	1187.22
FTSE Eurotop 1	1187.22	-0.10	-0.0	1187.32	1187.12	1187.22	1187.22
FTSE Eurotop 0.5	1187.22	-0.10	-0.0	1187.32	1187.12	1187.22	1187.22

Source: FT Information

FTSE EUROPEAN SHARE INDICES

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CURRENCIES & MONEY

EURO SPOT FORWARD AGAINST THE EURO

Pair		Closing spot price	Change on 10/10/02	10/10/02	10/11/02	10/12/02	10/13/02	10/14/02	10/15/02	10/16/02	10/17/02	10/18/02	10/19/02	10/20/02	10/21/02	10/22/02	10/23/02	10/24/02	10/25/02	10/26/02	10/27/02	10/28/02	10/29/02	10/30/02	10/31/02	11/01/02	11/02/02	11/03/02	11/04/02	11/05/02	11/06/02	11/07/02	11/08/02	11/09/02	11/10/02	11/11/02	11/12/02	11/13/02	11/14/02	11/15/02	11/16/02	11/17/02	11/18/02	11/19/02	11/20/02	11/21/02	11/22/02	11/23/02	11/24/02	11/25/02	11/26/02	11/27/02	11/28/02	11/29/02	11/30/02	12/01/02	12/02/02	12/03/02	12/04/02	12/05/02	12/06/02	12/07/02	12/08/02	12/09/02	12/10/02	12/11/02	12/12/02	12/13/02	12/14/02	12/15/02	12/16/02	12/17/02	12/18/02	12/19/02	12/20/02	12/21/02	12/22/02	12/23/02	12/24/02	12/25/02	12/26/02	12/27/02	12/28/02	12/29/02	12/30/02	12/31/02	1/01/03	1/02/03	1/03/03	1/04/03	1/05/03	1/06/03	1/07/03	1/08/03	1/09/03	1/10/03	1/11/03	1/12/03	1/13/03	1/14/03	1/15/03	1/16/03	1/17/03	1/18/03	1/19/03	1/20/03	1/21/03	1/22/03	1/23/03	1/24/03	1/25/03	1/26/03	1/27/03	1/28/03	1/29/03	1/30/03	1/31/03	2/01/03	2/02/03	2/03/03	2/04/03	2/05/03	2/06/03	2/07/03	2/08/03	2/09/03	2/10/03	2/11/03	2/12/03	2/13/03	2/14/03	2/15/03	2/16/03	2/17/03	2/18/03	2/19/03	2/20/03	2/21/03	2/22/03	2/23/03	2/24/03	2/25/03	2/26/03	2/27/03	2/28/03	2/29/03	2/28/03	3/01/03	3/02/03	3/03/03	3/04/03	3/05/03	3/06/03	3/07/03	3/08/03	3/09/03	3/10/03	3/11/03	3/12/03	3/13/03	3/14/03	3/15/03	3/16/03	3/17/03	3/18/03	3/19/03	3/20/03	3/21/03	3/22/03	3/23/03	3/24/03	3/25/03	3/26/03	3/27/03	3/28/03	3/29/03	3/30/03	3/31/03	4/01/03	4/02/03	4/03/03	4/04/03	4/05/03	4/06/03	4/07/03	4/08/03	4/09/03	4/10/03	4/11/03	4/12/03	4/13/03	4/14/03	4/15/03	4/16/03	4/17/03	4/18/03	4/19/03	4/20/03	4/21/03	4/22/03	4/23/03	4/24/03	4/25/03	4/26/03	4/27/03	4/28/03	4/29/03	4/30/03	4/30/03	5/01/03	5/02/03	5/03/03	5/04/03	5/05/03	5/06/03	5/07/03	5/08/03	5/09/03	5/10/03	5/11/03	5/12/03	5/13/03	5/14/03	5/15/03	5/16/03	5/17/03	5/18/03	5/19/03	5/20/03	5/21/03	5/22/03	5/23/03	5/24/03	5/25/03	5/26/03	5/27/03	5/28/03	5/29/03	5/30/03	5/31/03	6/01/03	6/02/03	6/03/03	6/04/03	6/05/03	6/06/03	6/07/03	6/08/03	6/09/03	6/10/03	6/11/03	6/12/03	6/13/03	6/14/03	6/15/03	6/16/03	6/17/03	6/18/03	6/19/03	6/20/03	6/21/03	6/22/03	6/23/03	6/24/03	6/25/03	6/26/03	6/27/03	6/28/03	6/29/03	6/30/03	6/30/03	7/01/03	7/02/03	7/03/03	7/04/03	7/05/03	7/06/03	7/07/03	7/08/03	7/09/03	7/10/03	7/11/03	7/12/03	7/13/03	7/14/03	7/15/03	7/16/03	7/17/03	7/18/03	7/19/03	7/20/03	7/21/03	7/22/03	7/23/03	7/24/03	7/25/03	7/26/03	7/27/03	7/28/03	7/29/03	7/30/03	7/31/03	8/01/03	8/02/03	8/03/03	8/04/03	8/05/03	8/06/03	8/07/03	8/08/03	8/09/03	8/10/03	8/11/03	8/12/03	8/13/03	8/14/03	8/15/03	8/16/03	8/17/03	8/18/03	8/19/03	8/20/03	8/21/03	8/22/03	8/23/03	8/24/03	8/25/03	8/26/03	8/27/03	8/28/03	8/29/03	8/30/03	8/31/03	9/01/03	9/02/03	9/03/03	9/04/03	9/05/03	9/06/03	9/07/03	9/08/03	9/09/03	9/10/03	9/11/03	9/12/03	9/13/03	9/14/03	9/15/03	9/16/03	9/17/03	9/18/03	9/19/03	9/20/03	9/21/03	9/22/03	9/23/03	9/24/03	9/25/03	9/26/03	9/27/03	9/28/03	9/29/03	9/30/03	9/30/03	10/01/03	10/02/03	10/03/03	10/04/03	10/05/03	10/06/03	10/07/03	10/08/03	10/09/03	10/10/03	10/11/03	10/12/03	10/13/03	10/14/03	10/15/03	10/16/03	10/17/03	10/18/03	10/19/03	10/20/03	10/21/03	10/22/03	10/23/03	10/24/03	10/25/03	10/26/03	10/27/03	10/28/03	10/29/03	10/30/03	10/31/03	10/31/03	11/01/03	11/02/03	11/03/03	11/04/03	11/05/03	11/06/03	11/07/03	11/08/03	11/09/03	11/10/03	11/11/03	11/12/03	11/13/03	11/14/03	11/15/03	11/16/03	11/17/03	11/18/03	11/19/03	11/20/03	11/21/03	11/22/03	11/23/03	11/24/03	11/25/03	11/26/03	11/27/03	11/28/03	11/29/03	11/30/03	11/30/03	12/01/03	12/02/03	12/03/03	12/04/03	12/05/03	12/06/03	12/07/03	12/08/03	12/09/03	12/10/03	12/11/03	12/12/03	12/13/03	12/14/03	12/15/03	12/16/03	12/17/03	12/18/03	12/19/03	12/20/03	12/21/03	12/22/03	12/23/03	12/24/03	12/25/03	12/26/03	12/27/03	12/28/03	12/29/03	12/30/03	12/31/03	12/31/03																																																																	
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INTERNATIONAL CAPITAL MARKETS

DERIVATIVES JUNE LINK-UP PLANNED

Exchanges to offer 24-hour global trading

By Louise Iskander in Paris and Nikhil Tait in Chicago

Three leading derivatives exchanges yesterday announced a global alliance spanning three time zones and offering round-the-clock trading in some of the most actively traded financial products on a single electronic platform.

Matif, the derivatives arm of the SBF-Financiers Bourse, the Chicago Mercantile Exchange, the second largest US derivatives market, and the Singapore International Monetary Exchange, said they would start listing their most popular products on a common computer network by June.

The so-called Globex Alliance, based on the NSC front-end trading technology developed by the SBF, will be the only system listing short-term interest rate derivatives on the world's three leading currencies - the dollar, the euro and the yen - almost 24 hours a day.

By including existing alliances between Matif and its Spanish and Italian counterparts, the Globex Alliance will link some 2,000 trading screens in Europe, the US and Asia.

The link comes just weeks after the launch of the euro, which has intensified competition among Europe's derivatives exchanges.

Matif is fighting for market share in euro-denominated bonds and interest rate derivatives against the London International Financial Futures and Options Exchange and Eurex, the Swiss-German exchange.

Yesterday's move also followed a recent souring of the relationship between Matif and Eurex, with which it has a loose co-operation agreement. By offering direct access to traders based in Asia and the US, Matif is hoping to draw business away from Eurex in Europe.

The alliance, which will require Simex to adopt the French trading system, will seal several long-standing relationships between the three exchanges.

In 1997 they also agreed to exchange technologies, with the French cash and derivatives markets adopting the CME's clearing system and the CME implementing NSC trading technology.

The CME and Simex have also had a mutual office arrangement since 1984, allowing each other's members to close on each exchange a trading position opened on the other.

"This alliance was a natural and important next step for us," said Scott Gordon, CME chairman.

Mr Gordon stressed that the Globex arrangements would not prevent the CME from striking other alliances - something it has been seeking as part of a strategic plan - and said the exchange was "still in discussions with numerous counterparties".

He also revealed that talks were planned with David Brennan, the new chairman of the rival Chicago Board of Trade, "to analyse any number of areas of co-operation".

BoJ pressed to buy JGBs

BENCHMARK BONDS

By Arkady Ostrovsky and Florian Gimbel in London and John Labate in New York

Confusion over the Japanese borrowing strategy caused turmoil in the Japanese bond market yesterday.

Japanese government bonds rallied in late trading in Tokyo after Hiroshi Nomura, the government spokesman, stepped up the pressure on the Bank of Japan to buy JGBs to restrain rising bond yields and flatten the yield curve.

"Responsibility for breaking out of the present severe situation rests with the Bank of Japan as the central bank, through crafting such measures as buying JGBs in

the market," he said. His comments brought the 10-year bond yields down to 2.160 per cent after Friday's close of 2.365 per cent. The benchmark 10-year JGB 203 future jumped to 128.45 from Friday's close of 126.70 in Tokyo.

But James Mitchell at Nomura said the rally was preceded by a sell-off in the JGBs triggered by the comments from Yutaka Yamaguchi, the deputy governor of the Bank of Japan, who ruled out any support for the bond market from the independent central bank.

The Bank of Japan will meet on Friday to discuss its policy.

"The pressure on the central bank to do something about the rise in long yields

has been rising steadily ahead of the meeting," said Ian Douglas at Warburg Dillon Read.

But he argued that even if the Bank of Japan were to sell short-term securities in order to buy JGBs with long maturity - as suggested by the Japanese finance minister - the move would have limited impact on the real economy.

The fall in Japanese bond yields supported US Treasury yields by reducing the chances of Japanese funds being repatriated from the US. Treasury yields moved higher yesterday ahead of today's \$15bn auction of five-year paper, which analysts say will test the demand for Treasuries.

By early afternoon the 30-

year bond, the benchmark for long-term interest rates, was up 5/8 to 5.89, sending the yield down to 5.229. A morning sell-off in the equity market had helped to boost bonds by midday.

The 10-year note gained 3/8 to 5.88, yielding 4.920 per cent, and the two-year note gained 1/8 to 5.93, yielding 4.765 per cent.

European bond markets closed lower after investors concluded that the euro-zone economies may be stronger than previously assumed. The March German bund future dropped 0.6 to 115.69.

Observers said Germany's economic data to be released today was likely to show an unexpected drop in unemployment in January.

Singapore in exchangeable issue

NEW ISSUES

By Vincent Noland and Edward Lane

Singapore yesterday issued a \$1.3bn bond which can be exchanged after five years for shares of Development Bank of Singapore in one of the largest transactions of its type from an Asian borrower.

It is the second time in less than a year that the Singaporean government has issued exchangeable bonds in order to raise cash and reduce its stakes in companies in which the state is a shareholder. Last March it raised about \$1.15bn in a bond issue exchangeable into shares of Singapore Telecom.

This latest transaction, taking advantage of buoyant conditions in the convertible and exchangeable bond market, was issued by Finlayson Global Corp, a special purpose vehicle, and could raise up to \$1.6bn if an overallot-

New international bond issues

Borrower	Amount (\$)	Coupon	Price	Maturity	Yield	Book-issuer
US DOLLARS						
Rabobank Nederland	250	5.250%	99.88R	Dec 2002	0.20R	JP Morgan Chase
Banko Sentral ng Pilipinas	250	7.750%	99.91R	Feb 2001	0.62R	JP Morgan Chase
Republic of Philippines	200	8.875%	100.75R	Aug 2001	1.00R	JP Morgan Chase
HFC Bank	50	5.000%	100.00	Aug 2000	0.07R	WestLB
EUROS						
Polysar (Venezia Int'l)	500	5.750%	100.00	undated	2.00	Bilbao Vizcaya/Balcan
Rafly SA	500	4.625%	99.78R	Feb 2001	0.45R	WestLB
SCF Financial Bank	300	6.000%	99.92R	Feb 2001	0.525R	JP Morgan Chase
Swedish Handelsbanken	250	6.000%	99.99	Aug 2000	0.05	WestLB
U.S. Jersey Branch	75	14.000%	100.00	Aug 2000	-	WestLB
YEN						
US Baden-Wuerttemberg	11bn	4.000%	99.85	Mar 2001	1.80	Nomura International
GREEN BONDS						
Bank Austria	10bn	3.25	99.78R	Feb 2002	0.1875R	WestLB

ment option is exercised. The bonds were denominated in euros and US dollars, and are exchangeable into shares of DBS, one of Singapore's main banking groups, at a conversion premium of 30 to 25 per cent.

The BSP - the central bank of the Philippines - yesterday took advantage of the more relaxed attitude towards some emerging markets with a \$250m short-term offering.

The bond, which coincided with a \$200m add-on by the Republic of the Philippines

to its 20-year benchmark, was priced at 305 basis points over the Treasury benchmark. It tightened by a couple of basis points after pricing. An official at Chase Manhattan, sole lead, said the proceeds were used as an indirect way of re-financing a maturing issue.

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NEWS DIGEST

SAN FRANCISCO

Pacific Exchange chief quits after merger fails

Warren Langley is resigning from his post as president and chief operating officer of the San Francisco-based Pacific Exchange, which saw plans for a merger with the Chicago Board Options Exchange collapse earlier this year.

Exchange officials said Mr Langley's departure was only "indirectly" related to the collapse of the merger plan, which would have united the largest options exchange with the third biggest player in the US. The Chicago exchange unilaterally called off the merger last month, attributing its decision to Justice Department queries over possible competition issues. It also cited potential delays, although Pacific Exchange said it believed the transaction could have been completed close to schedule.

Mr Langley, 56, who joined the Pacific Exchange staff in 1990, had stayed on in anticipation of the merger and had been integrally involved in the negotiations, the exchange said. In the wake of the deal's collapse, he had decided to step down for personal reasons. "It's time for me to pursue other projects and interests," Mr Langley said in a statement. Exchange officials said his resignation did not reflect any dispute over the exchange's future strategy. His replacement has not been named.

Many observers believe the collapse of the CBOE deal has left the Pacific Exchange - a medium-size player trading around 2,700 stocks and bonds, and options on about 800 stocks including Microsoft - in a difficult position, as computer-based technology "globalises" trading and new competitors emerge. Nikhil Tait, Chicago

CREDIT RATING

Moody's warning on France

France's rigid labour market and an increasingly onerous social security burden threaten to undermine its Aaa credit rating, Moody's Investors Service, the rating agency, warned yesterday in its annual report on the country.

France has one of the highest levels of unemployment in the eurozone - 11.8 per cent last year and forecast to fall to 11.6 per cent this year - which Moody's says are due to labour market anomalies which, if unaddressed, could impair competitiveness. Moody's identifies generous minimum wages and the high cost of firing workers.

The agency points to particular weaknesses arising from the welfare burden, and urges reform of taxation, pensions and healthcare to avoid severe long-term fiscal and budgetary pressures. France has one of the highest health-care/pension spending ratios relative to gross domestic product among industrialised countries.

Moody's says with public spending totalling 54 per cent of GDP, further cuts in the tax burden will need to be accompanied by more fundamental moves to curtail expenditure. Real growth this year is forecast to weaken to 2.5 per cent while government deficit will ease to 2.3 per cent of GDP. Kivanc Merchant

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Feb 8	Feb 9	Change	Feb 8	Feb 9	Change	Feb 8	Feb 9	Change	Feb 8	Feb 9	Change					
Australia	01/01	4.750	107.040	4.80	+0.05	+0.10	-0.17	-0.37	09/03	4.750	107.040	4.80	+0.05	+0.10	-0.17	-0.37
Canada	07/01	5.875	105.040	5.90	+0.03	+0.03	-0.08	-1.07	01/08	5.000	107.280	4.01	+0.01	+0.14	+0.12	-1.10
Denmark	01/01	4.000	100.000	3.98	-0.02	+0.10	+0.01	-1.20	09/03	3.750	112.820	4.04	+0.06	+0.16	+0.08	-1.12
France	12/01	5.000	100.100	4.98	-0.02	+0.06	-0.07	-0.63	09/03	5.000	100.100	4.98	-0.02	+0.06	-0.07	-0.63
Germany	11/01	5.000	100.100	4.98	-0.02	+0.06	-0.07	-0.63	09/03	5.000	100.100	4.98	-0.02	+0.06	-0.07	-0.63
Italy	11/01	5.000	100.100	4.98	-0.02	+0.06	-0.07	-0.63	09/03	5.000	100.100	4.98	-0.02	+0.06	-0.07	-0.63
Japan	09/01	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19	09/03	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19
Netherlands	09/01	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19	09/03	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19
Spain	09/01	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19	09/03	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19
Sweden	09/01	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19	09/03	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19
Switzerland	09/01	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19	09/03	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19
UK	09/01	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19	09/03	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19
US	09/01	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19	09/03	4.000	101.270	4.01	+0.01	+0.07	-0.08	-1.19

BOND FUTURES AND OPTIONS

FRANCE

10 YEAR BOND FUTURES (MATY) C100,000

Open: 111.43, High: 111.50, Low: 111.34, Est. vol: 34,989, Open int: 88,918

10 YEAR TERM BOND FUTURES (MATY) C100,000

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US CORPORATE BONDS

10 YEAR BOND FUTURES (MATY) C100,000

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Open: 111.43, High: 111.50, Low: 111.34, Est. vol: 34,989, Open int: 88,918

10 YEAR BOND FUTURES (MATY) C100,000

Open: 111.43, High: 111.50, Low: 111.34, Est. vol: 34,989, Open int: 88,918

Euro woes continue against the dollar

MARKETS REPORT

By Christopher Adams and Richard Adams

The euro sank further

against the dollar yesterday

as currency markets

backed the strength of the US

economy. Output in the

eurozone is expected to be

sluggish by contrast.

The euro fell from \$1.128

to \$1.125 versus the dollar in

London trading hours,

before recovering later.

Years that combined

economic growth in the

eurozone would fail to keep

pace with the robust US

economy, it touched a record

low of \$1.122.

Further evidence of weak-

ness in the German economy

contributed to the slide. The

latest data showed German

industrial output was flat in

December, following a 3.1

per cent fall in the previous

month.

Comments by European

central bankers did little to

dispel the gloom.

Hans Tietmeyer, president

of Germany's Bundesbank,

said the euro's recent fall

should not be over-inter-

preted. "In today's foreign

exchange markets, tempo-

rary technical changes, new

information or estimates

from one part of the world

can prompt investors to

reconsider their expecta-

tions," he said in an

interview with Welt am

Sonntag, the German

newspaper.

The pound ended

unchanged at \$0.689 versus

the euro, held back by poor

UK manufacturing data.

■ Strategists at Morgan

Stanley Dean Witter, the

investment bank, argue that

the euro will remain

unchanged at \$0.689 versus

the dollar, held back by poor

UK manufacturing data.

The Euro is looking much

less well supported than it

did a year ago. Strong

growth in the US and its

high interest rates are

positive for the dollar.

"The January labour

market survey shows little

doubt that America's latest

growth is for real," says

Stephen Roach, the invest-

ment bank's chief economist. "For

a third month in a row, non-

farm payrolls have ex-

ceeded expectations."

Mr Roach says the recent

labour market data have

two implications.

First, in conjunction

with reports on manufac-

turing activity and con-

sumer spending, there is

good reason to believe

that there will be a

significant spillover from

the "outsize" 5.6 per cent

real increase in gross

domestic product in the

fourth quarter.

Second, the Federal

Reserve cannot afford to

ignore the risk associated

with potentially over-

shooting growth. With the

economy showing no sign

of slowing back to a

stable growth rate, inflation

becomes a legitimate

concern.

■ The New Zealand dollar

surged on foreign ex-

change after the country's

central bank announced it

was finally to drop its

inflation target.

The New Zealand dollar

strengthened against the

US and Australian

currencies when the

shift was announced

as traders hurried

to unwind positions

taken based on the

index.

Currency traders had

shorted the New Zealand

dollar because the

monetary conditions

index had been

persistently tighter than

the Reserve Bank's

target level.

The latest index level

was minus 104, compared

with the minus 400 level

the Reserve Bank called

"appropriate" in its

last statement.

Some analysts predicted

that the hawkish New

Zealand central bank

would set a higher

official base interest

rate than that implied

by bank bills and the

money market of

around 3 per cent.

"It is quite likely that

the first cash rate will

be set above the current

90-day bill yield of

4.25 per cent, per-

haps as high as 5 per

cent," said ABN Amro's

research team in London.

The New Zealand

dollar reacted by

reaching its

strongest level since

April 1998, to be

worth a touch

below 66 US cents.

OTHER CURRENCIES

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WORLD INTEREST RATES

MONEY RATES

Rate	Overnight	One month	Three months	Six months	One year	Bank	Prime
Bank of England	4.75	4.75	4.75	4.75	4.75	4.75	4.75
US Federal Reserve	4.75	4.75	4.75	4.75	4.75	4.75	4.75
Japan	4.75	4.75	4.75	4.75	4.75	4.75	4.75

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Japan	4.75	4.75	4.75	4.75	4.75	4.75	4.75

Rate	Over
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COMMODITIES & AGRICULTURE

Brazilian fall-out continues to affect softs

MARKETS REPORT

By Paul Solman
and Gillian O'Connor

Brazil's currency devaluation continued to weigh on soft commodity markets yesterday, with coffee prices falling in London after reports that Brazil's Chamber of Foreign Trade was not yet considering imposing taxes on exports.

The country is the world's largest producer of coffee.

The second biggest soybean grower and a substantial exporter of sugar and cocoa. The prospect of increased supplies coming on to the world market after last month's devaluation of the real has depressed prices.

Traders and analysts are now focusing on reports that the government is considering imposing export taxes to protect domestic supplies.

Robusta coffee for March delivery on the London International Financial

Futures and Options Exchange ended yesterday at \$1.78 a tonne, down \$5 from Friday's close. March cocoa was down \$5 at \$985 a tonne, while March white sugar was \$230 a tonne in late trading against Friday's close of \$234.

World oil prices remained weak on London's International Petroleum Exchange, with little fundamental news around to move the market. In late trading, the benchmark March contract for

Brent blend was \$10.47 a barrel against Friday's close of \$10.43.

Analysts were searching for new metaphors, as prices of base metals moved higher again on the London Metal Exchange.

But although they all ended higher, the real action has been in nickel, zinc and lead, with copper and aluminium close behind. Yesterday mining shares joined in the fun with Billiton and Rio both showing good gains.

But most analysts are still wary of saying that prices have touched bottom. Adam Rowley of Macquarie said it was difficult to justify any very bullish general predictions, and that there have been specific factors which explain the strength of nickel lead and zinc.

Rumours that Inco, due to publish its quarterly figures this week, will take the opportunity to announce production cuts have supported the nickel price -

helped by output disruptions at other producers. Earlier estimates of the zinc surplus are being revised downwards. And the strike at Asarco's Montana smelter has helped push the lead price higher.

But, as Nick Moore of Flemings remarked, "the destiny of the metal markets remains very much in the hands of the producers. Cutbacks must still feed through if this hard-fought gain is to be consolidated."

Jamaica government moves to prop up sugar industry

Tropicana becomes the fourth ailing mill to be rationalised as part of a concerted rescue attempt, writes Canute James

In an effort to support its ailing sugar industry, plagued by inefficient production and poor weather, the Jamaican government has moved to provide financial aid and take control of the island's three largest mills from private owners to whom they had been

divested four years ago. "In addition to this, the government has been assisting other mills," said Evon Brown, chief executive of the Sugar Industry Authority. "Almost all the mills have financial problems and need help."

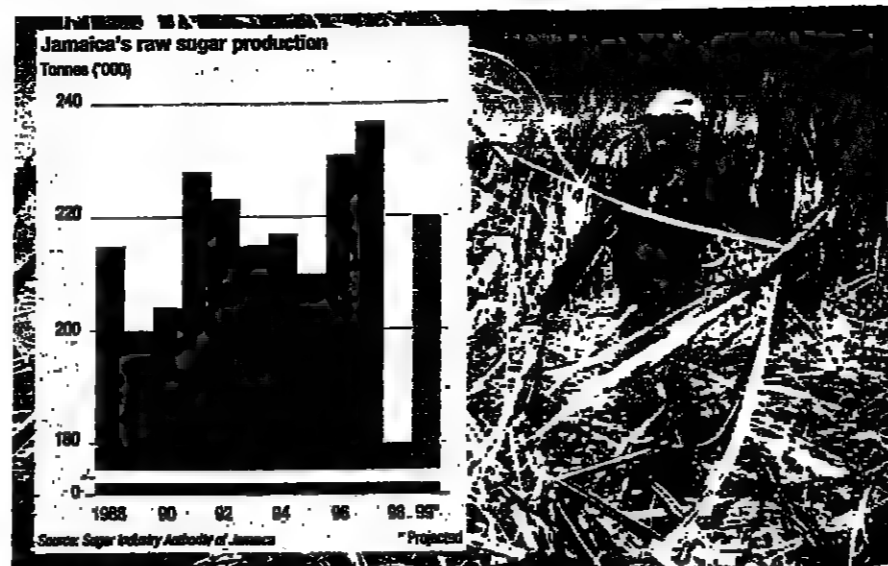
The state intervention in the industry was made possi-

ble by loans totalling \$100m. The state-owned Agriculture Credit Bank has secured \$60m from Banco Santander of Spain, while the Caribbean Development Bank is providing \$50m. The remaining \$50m has been obtained from "other sources in Europe", and the terms of the loans will be disclosed when negotiations are concluded.

In rationalising the three divested mills, the government said they had not met productivity and production targets and depended too heavily on state financial support. A 51 per cent stake in the mills, which produce 70 per cent of the island's sugar, was sold to the Sugar Company, a consortium of two local companies and Booker Tate of the UK.

The mills were sold for \$28.5m in cash and promissory notes, but were repossessed for the nominal price of \$1 (27 US cents) after the government had pumped \$77m into the Sugar Company to keep it going.

The Sugar Company's operations were adversely affected by its inability to reduce production costs which are higher than those of Jamaica's competitors, Mr Clarke said. "The government discussed with the private shareholders of the Sugar Company the extent to which they were willing or able to provide funds to keep the company going," Mr Clarke said. "They advised that they would not be providing any additional financing to the company."



Following the sharp fall in production to 160,000 tonnes of sugar last year due to poor weather in the region, the 230,000 tonnes production target for the current harvest will be achieved, Mr Brown said.

Although output is higher than a year ago, and weather has been more favourable, even this higher output will leave the island short of sugar after it has met its export quota commitments.

Jamaica has an export quota of 127,000 tonnes per year to the European Union and a quota of 16,000 tonnes per year to the US. The predicament means that Jamaica has been forced to import sugar for the domestic market.

"We have been importing raw and refined sugar to meet domestic demand after fulfilling our quotas," Mr Brown said. "We usually import about 50,000 tonnes of refined and 70,000 tonnes of raw sugar. We will

be importing again this year."

Meeting the export quotas is vital to the survival of the industry as it would be hard for Jamaica to sell profitably on the world market.

The island's production costs are 33 cents per pound, four times more than the world market price, which has been further depreciated by the devaluation of the Jamaican currency.

"The Jamaican industry could not survive without these preferential markets," said Mr Brown.

"But we are working at improving this situation. We are committed to reducing production costs through improved efficiency and higher productivity."

NEWS DIGEST

INDIA

Rice and wheat lead agricultural recovery

A sharp revival of non-basmati rice sales and wheat exports helped Indian agricultural exports rise 37 per cent for the first half of its fiscal year, ending next month. Total exports of food, fruits, livestock and other agricultural goods hit Rs43.6bn (\$1.03bn) between April and September, against Rs31.9bn for the period a year earlier, according to figures from the Agricultural and Processed Food Products Export Development Authority. Both wheat and non-basmati rice sales recovered strongly from negative growth in the previous year.

Non-basmati rice exports rose 184 per cent to Rs18.7bn after falling 18 per cent the previous year. Wheat exports also recovered from negative growth of 99 per cent a year earlier to post a 332 per cent rise to Rs15.6bn. Other strong export performers included basmati rice, which rose 23 per cent with sales of Rs9.5bn, along with floriculture and seed products, which rose 20 per cent to Rs30m.

However, the agricultural authority's quarterly report noted declines in exports of livestock, dairy and meat products. It also noted mixed performance among food processing sectors, with processed fruit and vegetable exports rising 11 per cent to Rs3.54bn, but other processed foods sliding 1.4 per cent to overall sales of Rs5.25bn, dragged down by an 80 per cent fall in groundnut sales at Rs470m against Rs2.4bn.

Merk Nicholson, New Delhi

Price fall hits spice exports

India's exports of spices are set to fall short of targets this year because of a drop in demand and prices, according to industry sources. The government fixed a spices export target of 248,050 tonnes valued at Rs17.18bn (\$404m) for the financial year ending in March. However, exporters said only 55 per cent of the volume and 63 per cent of the value had been achieved and it was not possible to make up the difference during the next two months.

The Spices Board said India exported 137,495 tonnes of spices valued at Rs10.66bn between April and December 1998 against 170,652 tonnes worth Rs9.99bn in the same months of 1997. Spices exports hit a record of 228,821 tonnes valued at Rs14.08bn in 1997/98.

Pepper continues to top the list of the 52 spices in the export basket, accounting for 39 per cent of the total earnings. Between April and December 1998, India exported 22,250 tonnes of pepper compared with 25,554 tonnes in the same months of 1997. India set a target of 35,000 tonnes of pepper exports for 1998/99. It exported 33,718 tonnes of pepper in 1997/98. Paul Solman and Agencies

PAKISTAN

Sugar cane harvest to rise

Pakistan's sugar cane harvest is expected to rise 3 per cent in the 1998/99 fiscal year, according to figures from the agriculture ministry. Total cane output is estimated at 55m tonnes against 53.1m in 1997/98. However, officials said recovery of sugar from cane was expected to be lower than last year. Paul Solman

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Associated Metal Trading)

ALUMINIUM, 99.7 PURITY (\$ per tonne)

Close 1291.2 1294.4

Previous 1291.2 1294.4

High/Low 1291.2/1294.4

Settlement 1291.2/1294.4

Settlement 1291.2/1294.4

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Settlement 1291.2/1294.4

PRECIOUS METALS continued

IN GOLD COMEX (100 Troy oz; \$ per ounce)

Feb 990.4 +0.3 990.7 990.5 123 1,545

Mar 990.5 +0.3 990.8 990.6 123 1,545

Apr 990.6 +0.3 990.9 990.7 123 1,545

May 990.7 +0.3 991.0 990.8 123 1,545

Jun 990.8 +0.3 991.1 990.9 123 1,545

Jul 990.9 +0.3 991.2 991.0 123 1,545

Aug 991.0 +0.3 991.3 991.1 123 1,545

Sep 991.1 +0.3 991.4 991.2 123 1,545

Oct 991.2 +0.3 991.5 991.3 123 1,545

Nov 991.3 +0.3 991.6 991.4 123 1,545

Dec 991.4 +0.3 991.7 991.5 123 1,545

Jan 991.5 +0.3 991.8 991.6 123 1,545

Feb 991.6 +0.3 991.9 991.7 123 1,545

Mar 991.7 +0.3 992.0 991.8 123 1,545

Apr 991.8 +0.3 992.1 991.9 123 1,545

May 991.9 +0.3 992.2 992.0 123 1,545

Jun 992.0 +0.3 992.3 992.1 123 1,545

Jul 992.1 +0.3 992.4 992.2 123 1,545

Aug 992.2 +0.3 992.5 992.3 123 1,545

Sep 992.3 +0.3 992.6 992.4 123 1,545

Oct 992.4 +0.3 992.7 992.5 123 1,545

Nov 992.5 +0.3 992.8 992.6 123 1,545

Dec 992.6 +0.3 992.9 992.7 123 1,545

Jan 992.7 +0.3 993.0 992.8 123 1,545

Feb 992.8 +0.3 993.1 992.9 123 1,545

Mar 992.9 +0.3 993.2 993.0 123 1,545

Apr 993.0 +0.3 993.3 993.1 123 1,545

May 993.1 +0.3 993.4 993.2 123 1,545

Jun 993.2 +0.3 993.5 993.3 123 1,545

Jul 993.3 +0.3 993.6 993.4 123 1,545

Aug 993.4 +0.3 993.7 993.5 123 1,545

Sep 993.5 +0.3 993.8 993.6 123 1,545

Oct 993.6 +0.3 993.9 993.7 123 1,545

Nov 993.7 +0.3 994.0 993.8 123 1,545

Dec 993.8 +0.3 994.1 993.9 123 1,545

Jan 993.9 +0.3 994.2 994.0 123 1,545

Feb 994.0 +0.3 994.3 994.1 123 1,545

Mar 994.1 +0.3 994.4 994.2 123 1,545

Apr 994.2 +0.3 994.5 994.3 123 1,545

May 994.3 +0.3 994.6 994.4 123 1,545

Jun 994.4 +0.3 994.7 994.5 123 1,545

Jul 994.5 +0.3 994.8 994.6 123 1,545

Aug 994.6 +0.3 994.9 994.7 123 1,545

Sep 994.7 +0.3 995.0 994.8 123 1,545

Oct 994.8 +0.3 995.1 994.9 123 1,545

Nov 994.9 +0.3 995.2 995.0 123 1,545

Dec 995.0 +0.3 995.3 995.1 123 1,545

Jan 995.1 +0.3 995.4 995.2 123 1,545

Feb 995.2 +0.3 995.5 995.3 123 1,545

Mar 995.3 +0.3 995.6 995.4 123 1,545

Apr 995.4 +0.3 995.7 995.5 123 1,545

May 995.5 +0.3 995.8 995.6 123 1,545

Jun 995.6 +0.3 995.9 995.7 123 1,545

Jul 995.7 +0.3 996.0 995.8 123 1,545

Aug 995.8 +0.3 996.1 995.9 123 1,545

GRAINS AND OIL SEEDS

IN WHEAT COMEX (100 bushels; \$ per bushel)

Feb 74.10 -0.06 74.04 74.25 17 1,797

Mar 74.15 -0.06 74.09 74.30 17 1,797

Apr 74.20 -0.06 74.14 74.35 17 1,797

May 74.25 -0.06 74.19 74.40 17 1,797

Jun 74.30 -0.06 74.24 74.45 17 1,797

Jul 74.35 -0.06 74.29 74.50 17 1,797

Aug 74.40 -0.06 74.34 74.55 17 1,797

Sep 74.45 -0.06 74.39 74.60 17 1,797

Oct 74.50 -0.06 74.44 74.65 17 1,797

Nov 74.55 -0.06 74.49 74.70 17 1,797

Dec 74.60 -0.06 74.54 74.75 17 1,797

Jan 74.65 -0.06 74.59 74.80 17 1,797

Feb 74.70 -0.06 74.64 74.85 17 1,797

Mar 74.75 -0.06 74.69 74.90 17 1,797

Apr 74.80 -0.06 74.74 74.95 17 1,797

May 74.85 -0.06 74.79 74.99 17 1,797

Jun 74.90 -0.06 74.84 75.05 17 1,797

Jul 74.95 -0.06 74.89 75.10 17 1,797

Aug 75.00 -0.06 74.94 75.15 17 1,797

Sep 75.05 -0.06 74.99 75.20 17 1,797

Oct 75.10 -0.06 75.04 75.25 17 1,797

Nov 75.15 -0.06 75.09 75.30 17 1,797

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LONDON STOCK EXCHANGE

Footsie slides again as SmallCap rise continues

MARKET REPORT

By Steve Thompson,
UK Stock Market Editor

In a downbeat Monday performance, London's leading stocks extended their losing streak to a fourth session yesterday.

But dealers insisted that the downside pressures affecting the front-line stocks were no more than minimal, and that it was mostly sentiment, rather than actual selling, that had caused the market setback.

The mid and small-cap sectors, which have outpaced

the FTSE 100 since the start of the year, were again sustained by the takeover news prevalent among engineering and other sectors.

But even the mid-caps were tainted by bursts of profit-taking, despite racing ahead in recent weeks as bid galore have emerged in the sector and as the house-builders have responded to five months of UK interest rate cuts.

At the close the FTSE 100 index was left with a 20.4 decline to 5,334.9, extending its fall over the past four sessions to 178.1 or 3.3 per cent.

And after a session of sub-

tle shifts from plus to minus and back again, the FTSE 250 eventually ended the session 6.1 off at 5,206.4.

Unlike the senior indices, the FTSE SmallCap, which has left both the FTSE 100 and MidCap indices for dead since the start of the year, continued its impressive performance, closing the day at a session high of 2,217.1, up 7.2.

"The bids keep coming in the smaller companies and that is something the market can't argue with, unlike the leaders," said one small-companies marketmaker.

He did warn, however,

that there was either fear or famine in the small-caps, with the constant flow of takeovers in the area being matched by an equally constant flow of profit warnings.

The bids in the small-caps included software group Rebus, Limelight, the kitchens and home improvement group, and Cafe Inns, the north of England pub group.

The big market story of the day, however, was Ladbroke's agreed bid for Stakis, the hotels to casinos group, which saw shares in both companies running rampant

as the market took in the benefits.

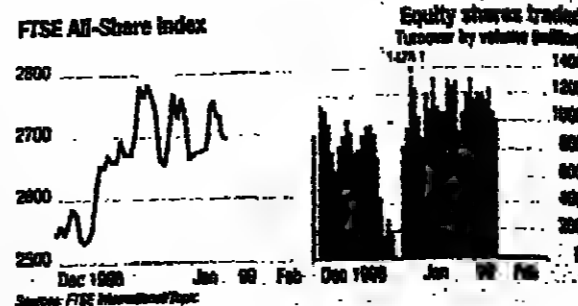
Ladbroke's cash-and-shares move was spiced with a well-received profits forecast. The market was also quick to appreciate the acquisition of David Michaels, regarded by industry specialists as the best of the UK hotel group managers. "He is the real star of the Stakis group," said one broker.

The broad market began the day on the back foot and remained there for the rest of the session, rallying briefly as Wall Street kicked off the day in good heart only to falter very quickly.

Sentiment in London was hit by more damaging economic news, which saw industrial production in the UK slide 0.5 per cent in December, well in excess of a consensus forecast which looked for a 0.2 per cent decline.

That news, along with subdued producer price data, was seen as likely leading to more rate cuts in the UK, despite the 200 basis points reduction that have taken place over the past five months.

Turnover in London remained robust, reaching 1.01bn shares at 6pm.



FTSE All-Share Index
Dec 1998 Jan 99 Feb 99
Source: FTSE International/Refinitiv

Indices and ratios	FTSE 100	FTSE 250	FTSE SmallCap	FTSE All-Share	FTSE 100/FTSE 250	FTSE 250/FTSE SmallCap	FTSE All-Share/FTSE SmallCap
FTSE 100	5334.9	-20.4	2217.1	5334.9	-17.8		
FTSE 250	5206.4	-6.1	2217.1	5206.4	-23.4		
FTSE SmallCap	2217.1	-0.7	2217.1	2217.1	-4.3		
FTSE All-Share	5334.9	-20.4	2217.1	5334.9	-17.8		
FTSE All-Share yield	2.87	2.87	2.87	2.87			

Best performing sectors		Worst performing sectors	
1	Oil Exploration & Prod +5.9	1	Life Insurance -2.1
2	Extractive Industries +5.6	2	Automotive -1.8
3	Electricity +4.4	3	Automotive Insurance -1.4
4	Lawson & Hotels +4.2	4	Banking -1.2
5	Resources +3.8	5	Pharmaceuticals -1.2

Rio puts on grand showing

COMPANIES REPORT

By Peter John, Joel Kibawa
and Martin Brice

The hunt for bombed-out cyclical stocks began to pursue the extractive industries and flushed Rio Tinto out of its hiding hole.

Robert Fleming was last night putting the finishing touches to a big "buy" note on Rio, having discussed the potential for one of the biggest mining companies at the morning meeting.

Analyst Nick Hatch upgraded from "hold-positive" on the basis that metals prices are bottoming out and the annual iron ore contract negotiations between Japan and Australia might be more encouraging for producers than previously thought.

Mr Hatch also said the yield in Rio was up at 4.3 per cent first thing, while Billiton had reached 5.2 per cent. "You can buy these shares as yield plays in a falling interest rate environment and get the recovery for free," said Mr Hatch.

In addition, Deutsche Bank upgraded Rio to "outperform" from "underperform" with an 85p price target. The broker said the shares were trading at an all-time relative low but it expected encouraging news

on cost-cutting with the full-year figures on February 25. Rio jumped 38 to 79p and Billiton 11 to 126p.

Lasmo, the embattled oil exploration and production stock, jumped 14 to 118p as the market decided it was now or never for the bid.

The company has been in talks with Enterprise but last week's developments that BG - which has extensive exploration and production operations - might bid for one or both of the groups.

There have also been suggestions that a European company such as Eni of Italy could show its hand.

Enterprise gained 10p to 234p, partly dragged up by the takeover speculation but also on the belief that the collapse of talks with Lasmo

would eliminate the need for a cash-raising exercise. BG rose 1p to 382p.

A feeling the Ladbroke Group offer for Stakis was well below market expectations helped shares in one of the UK's biggest gaming and leisure companies soar.

"Let's face it, Ladbroke has managed to negotiate a very good deal. It is getting Stakis cheaply," said one leisure sector specialist.

Ladbroke said it had made a recommended cash and shares offer for Stakis, valuing the group at around £1.16bn. Investors moved strongly into Ladbroke, sending the shares 39 or 18.5 per cent ahead to 289p, by far the best performance by FTSE 100 constituents. Turnover of 27m made it one of the most heavily traded stocks in the benchmark.

Stakis was also in demand. The shares were the best performers in the FTSE 250 for most of the session before a late burst of profit-taking saw them relinquish the top spot. They still closed 16 up at 157p. Grandson ended 22 off at £11.34p.

SmithKline Beecham moved forward in early trad-

ing on a push from ABN Amro, which moved its recommendation from "long-term accumulate" to straight "buy" following the stock's underperformance.

The broker has adjusted its valuation model to take into account the fast-track approval for Avandia, the diabetes treatment.

In addition, some dealers said the pharmaceuticals group was about to announce it had completed the disposal of Diversified Pharmaceutical Services.

And although it is expected to sell at a big discount to the £3.3bn it paid for DPS in 1994, some analysts believe it could clear the decks for consolidation.

Food retailer Sainsbury followed the market trend, the shares closing 2 off at 278p, as the group posted a confident trading statement.

The prospects for further bids and mergers in the European defence industry continued to drive the British Aerospace share price, with positive comment from CSF having an effect.

The broker said, in a weekly research document, that it believed BAE would "attract transatlantic merger attention, with CASA of Spain, Alenia of Italy and Dasa of Germany possibly joining in the interim".

BAE flew ahead almost 4 per cent or 15 to 441p, as the broker told clients that its sum-of-the-parts calculation valued the company at 621p.

Dr Sally Bennett of Sutherland said: "General Mills is now the biggest cereal seller in the US with turnover above \$6bn and although the deal won't impact for a couple of years,

Best and worst performing FTSE sectors

On Expenditure & Production

Life Assurance

Nov 1998 Dec 1998 Jan 99 Feb 99

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It's very good news for Scotia.

Confirmation from British

Telecommunications and

Microsoft, the world's largest

software group, that the two

groups are to develop a new

range of internet, intranet

and corporate data services

for mobile phone users

around the world, helped

shares in the UK telecoms

group resist the poor market

trend. The stock hardened

7 to 835p in trade of 9.1m.

The selling of mobile operators

Orange and Vodafone

Group, left shares in both

languishing. The former

gave up 15 to 85p, while the

latter fell 9 to £10.75p, with

12m dealt by the close.

Pislon suffered the worst

fall in the FTSE 250 after the

announcement by BT that it

was to work with Microsoft,

the US computing giant, to

develop a new range of services

for mobile phone users

around the world.

The move is seen as likely

to hit Pislon's Symbian alliance

with a number of leading

mobile telephony companies.

Pislon was off almost 6

per cent or 55p at 879p.

Early last year the shares

were at 905p.

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followed the market trend,

the shares closing 2 off at 278p,

as the group posted a confident

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it had completed the disposal

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WORLD STOCK MARKETS

[illegible][illegible]

39	PP	3	-06	7.7	4.3
40	Federal	23	-05	2.0	2.0
41	State	15	-05	2.0	2.0
42	Palmer	15	-05	2.0	2.0
43	Perkins	15	-05	2.0	2.0
44	Smith	18	-05	2.0	2.0
45	Forman	18	-05	2.0	2.0
46	Forman	18	-05	2.0	2.0
47	Smyth	45	-06	2.1	2.1
48	W. Lee	45	-06	2.1	2.1
49	Chambers	45	-06	2.1	2.1
50	Chambers	45	-06	2.1	2.1
51	Chambers	45	-06	2.1	2.1
52	Chambers	45	-06	2.1	2.1
53	Chambers	45	-06	2.1	2.1
54	Chambers	45	-06	2.1	2.1
55	Chambers	45	-06	2.1	2.1
56	Chambers	45	-06	2.1	2.1
57	Chambers	45	-06	2.1	2.1
58	Chambers	45	-06	2.1	2.1
59	Chambers	45	-06	2.1	2.1
60	Chambers	45	-06	2.1	2.1
61	Chambers	45	-06	2.1	2.1
62	Chambers	45	-06	2.1	2.1
63	Chambers	45	-06	2.1	2.1
64	Chambers	45	-06	2.1	2.1
65	Chambers	45	-06	2.1	2.1
66	Chambers	45	-06	2.1	2.1
67	Chambers	45	-06	2.1	2.1
68	Chambers	45	-06	2.1	2.1
69	Chambers	45	-06	2.1	2.1
70	Chambers	45	-06	2.1	2.1
71	Chambers	45	-06	2.1	2.1
72	Chambers	45	-06	2.1	2.1
73	Chambers	45	-06	2.1	2.1
74	Chambers	45	-06	2.1	2.1
75	Chambers	45	-06	2.1	2.1
76	Chambers	45	-06	2.1	2.1
77	Chambers	45	-06	2.1	2.1
78	Chambers	45	-06	2.1	2.1
79	Chambers	45	-06	2.1	2.1
80	Chambers	45	-06	2.1	2.1
81	Chambers	45	-06	2.1	2.1
82	Chambers	45	-06	2.1	2.1
83	Chambers	45	-06	2.1	2.1
84	Chambers	45	-06	2.1	2.1
85	Chambers	45	-06	2.1	2.1
86	Chambers	45	-06	2.1	2.1
87	Chambers	45	-06	2.1	2.1
88	Chambers	45	-06	2.1	2.1
89	Chambers	45	-06	2.1	2.1
90	Chambers	45	-06	2.1	2.1
91	Chambers	45	-06	2.1	2.1
92	Chambers	45	-06	2.1	2.1
93	Chambers	45	-06	2.1	2.1
94	Chambers	45	-06	2.1	2.1
95	Chambers	45	-06	2.1	2.1
96	Chambers	45	-06	2.1	2.1
97	Chambers	45	-06	2.1	2.1
98	Chambers	45	-06	2.1	2.1
99	Chambers	45	-06	2.1	2.1
100	Chambers	45	-06	2.1	2.1

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37.40	16.17	48.20	18.92	51	4.4
37.40	16.17	51.50	27.15	13	14.5
26.40	15.76	35.10	13.10	13	14.5
26.40	15.76	50.10	19.14	14	14.5
26.40	15.76	31.10	13.10	13	14.5
11.20	11.20	18.34	8.54	—	—
26.40	15.76	31.10	13.10	13	14.5
26.40	15.76	50.10	20.50	—	—
11.68	11.68	32.57	8.69	—	—
26.40	15.76	31.10	13.10	13	14.5
2.08	2.08	6.08	9.95	1.9	44.4
30.50	30.50	41.54	10.44	10	14.5
30.50	30.50	41.54	10.44	10	14.5
8.20	8.20	8.86	4.74	21	11.9
38.90	38.90	41.54	10.44	10	14.5
38.90	38.90	41.54	10.44	10	14.5
11.68	11.68	32.57	8.69	—	—
11.68	11.68	32.57	8.69	—	—
53.39	53.39	40.50	23.70	—	—
53.39	53.39	40.50	23.70	—	—
53.39	53.39	40.50	23.70	—	—
53.39	53.39	40.50	23.70	—	—

[illegible]

9.08	+.03	23	6.30	48	8.61
129.20	+.03	23	6.30	48	8.61
2.76	+.03	23	6.30	48	8.61
37.26	+.03	23	6.30	48	8.61
11.80	+.03	23	6.30	48	8.61
6.76	+.03	23	6.30	48	8.61
23.30	+.03	23	6.30	48	8.61
20.35	+.03	23	6.30	48	8.61
20.70	+.03	23	6.30	48	8.61
75.86	+.03	23	6.30	48	8.61
4.99	+.03	23	6.30	48	8.61
12.15	+.03	23	6.30	48	8.61
102.40	+.03	23	6.30	48	8.61
20.50	+.03	23	6.30	48	8.61
51.81	+.03	23	6.30	48	8.61
34.55	+.03	23	6.30	48	8.61
18.76	+.03	23	6.30	48	8.61
8.35	+.03	23	6.30	48	8.61

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	+/ -	High	Low	Yld	P/E		+/ -	High	Low	Yld	P/E
38.15	-1	28.78	18.80	1.5	26.1	71.5 H	135	-5	221	116.2	

Emerging markets

IFC investable indices
Dollar terms

[illegible]

NEW YORK STOCK EXCHANGE PRICES

IN SECTS (Pan European Sector Indices from EuroBench®)									
The IN SECTS - Pan European equity sector indices from EuroBench® are calculated using the following methodology: Each sector index is calculated as the weighted average of the returns of the constituent companies, where the weights are based on the companies' market capitalization. The indices are rebalanced quarterly. The base value for all indices is 100 on 1 January 1990. The indices are expressed in US dollars.									
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GLOBAL EQUITY MARKETS

US INDICES

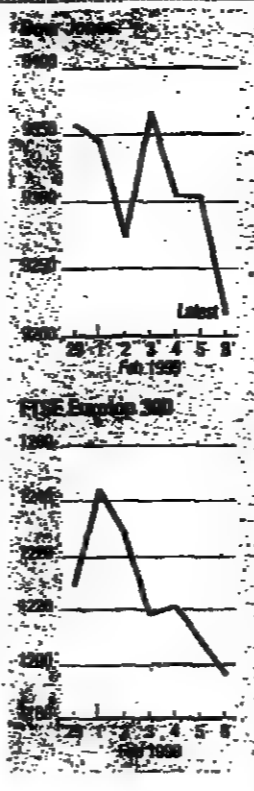
New Jones	Feb 5	Feb 6	Feb 7	1989/90	Shore completion	Year
Industrials	5934.34	5934.30	5935.81	869.32 (81/100)	7528.07 (74/100)	8663.32 (81/100)
Home Buies	195.05	195.51	195.15	19.17 (91/100)	104.42 (115/100)	167.19 (103/100)
Transport	3872.65	3847.15	3825.34	917.91 (166/100)	254.00 (104/100)	877.28 (164/100)
Utilities	2011.68	2011.28	2014.85	201.91 (91/100)	732.26 (104/100)	730.91 (103/100)
Oil and Gas	4567.43	4611.00	4546.27	1017.00 (91/100)	1017.00 (91/100)	1017.00 (91/100)
Day's High	5947.40	5970.00	5974.00	(Domestic)		
Standard and Poor's Composite	7230.40	7248.40	7272.67	1279.64 (291/100)	327.88 (291/100)	1279.64 (291/100)
Industrials	1536.44	1538.55	1542.71	159.18 (291/100)	107.40 (91/100)	155.55 (291/100)
Financial	128.27	127.14	129.30	147.88 (147/100)	55.50 (91/100)	147.88 (147/100)
Office	587.28	591.85	588.58	617.00 (91/100)	477.20 (91/100)	591.85 (91/100)
NYSE Comp.	708.28	707.12	710.27	291.07 (91/100)	283.75 (104/100)	283.75 (104/100)
NYSE Comp.	2373.52	2417.07	2402.41	2214.58 (104/100)	1512.12 (104/100)	2417.07 (104/100)
NYSE Comp.	412.72	417.79	423.74	412.21 (91/100)	210.28 (91/100)	417.79 (91/100)

15 RATIOS

	Feb 5	Feb 6	Feb 7	Jan 29	Jan 22	Year ago
Dow Jones Ind. Div. Yield	1.45	1.44	1.47	1.44	1.47	1.46
S & P Ind. Div. Yield	1.10	1.12	1.12	1.12	1.12	1.43
S & P Ind. P/E Ratio	30.66	30.57	30.62	30.62	30.62	27.91

US DATA

PER MARKET ACTIVITY									
IN MARKET STOCKS				IN MARKET BONDS					
	Feb 5	Feb 6	Feb 3		Feb 5	Feb 6	Feb 3		
NYSE	672,000	694,400	672,000	Index	3,325	3,457	3,445		
AMEX	26,200	28,872	28,872	Industrial	1,380	1,467	1,460		
NASDAQ	10,108	10,871	10,870	High Yld	120	126	121		
				Govt	5	42	61		
					62	76	78		
IN BOND TRADING ACTIVITY									
				Volume: 1,022,000,000					
IN ACTIVE STOCKS				IN BOND TRADING					
	Stocks	Open	Day's		Open	Day's	Day's		
NYSE	28,558,160	49%	+7%	Govt	124	+1%	+8%		
AMEX	7,193,500	5%	+4%	Industrial	31%	+2%	+9%		
NASDAQ	11,942,000	32%	-4%	High Yld	120	+2%	+1%		
GOVERNMENT	1,049,000	5%	-4%	Govt	3	+2%	+1%		
INDUSTRIAL	8,721,200	35%	-1	High Yld	324	-5%	-24%		
GOVERNMENT	2,866,000	5%	-24%	GOV (incl)	74	-7%	-17%		
INDUSTRIAL	4,855,200	5%	-1	Industrial	286	-4	-74		
GOVERNMENT	8,367,200	5%	+4%						
IN BOND TRADING ACTIVITY									
				Volume: 1,049,000,000					
IN ACTIVE STOCKS				IN BOND TRADING					
	Stocks	Open	Day's		Open	Day's	Day's		
NYSE	35,520,700	104%	-1%	GOV	440	+8%	+8%		
AMEX	9,545,000	77%	-1	Industrial	176	+4%	+4%		
NASDAQ	31,565,000	57%	-3	High Yld	124	+1%	+1%		
GOVERNMENT	27,111,000	60%	-4	Govt	4	+1%	+1%		
INDUSTRIAL	34,454,000	51%	-1	High Yld	309	-12%	-14%		
GOVERNMENT	12,440,000	51%	-2%	GOV (incl)	73	-9%	-15%		
INDUSTRIAL	12,616,000	109%	-2%	Industrial	120	-9%	-15%		
GOVERNMENT	11,444,000	44%	-4	High Yld	309	-4%	-12%		
GOVERNMENT	11,044,500	34%	-4						
INDUSTRIAL	11,582,200	74%	-6%						



JAPAN

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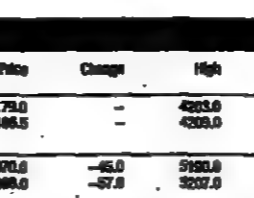
FRANCE

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INDEX FUTURES

	Open	Latest	Change	High
IN S&P 500				
Mar	1243.00	1248.50	+5.00	1253.00
Jun	1252.50	1260.50	+8.00	1302.00
IN Industrial 400				
	Open	Sett price	Change	High
Mar	13610.0	14010.0	+400.0	14050.0
Jun	13770.0	13890.0	+120.0	13950.0

Low	Est. vol.	Open bid.	Open	St
			net 2500-400 (2500 x 10000)	
141.50	710,400	384,130	Feb	4175.0
128.20	757	9,483	Mar	4280.0
Low	Est. vol.	Open bid.	in BULK	
1700.0	20,750	152,230	Mar	5700.0
1670.0	624	33,258	Jun	5807.0



Votre _____ :

Low	Est. vol.	Open Int.		Open	5d
			IN INDEX		
4118.0	45,000	117,432	Feb	730.50	
4126.0	2,172	61,591	Mar	732.00	
			ON EXCHANGE		
5011.0	42,051	100,000	Mar	7230.0	
5046.0	000	88,577	Jun	7157.0	

Tenca 14

Price	Change	High	Low	Est. Vol.	Open Int.
1.80	-10.00	740.50	728.50	18,380	130,401
1.00	-17.00	732.00	726.00	350	1,258
82.0	-83.0	7238.0	7051.0	22,001	130,401
80.0	-82.0	7157.0	7005.0	812	3,982

WORLD MARKETS AT A GLANCE

Country	Index	Feb. 8	Feb. 8	Feb. 4	1988H Hqs.
Argentina	Garcia	1645H.04	1650H.05	1661H.10	2046H.05 2235H.00
Australia	All Ordinances	2900.0	2911.9	2944.5	2953H.05 4202H.00
	All Mining	591.8	591.7	576.2	763.24 3200.00
General Industrials and Shareholders' capital value: The resources sector still leads the way.					
Austria	ATX Index	11116.6	11134.3	10876.0	10833.00 22500.00
Brazil: No better share prices yet.					
Canada	TSX 300	3447.7	3474.8	3457.2	3661.06 6716.00
	Industrial Shares	1621.0	1621.0	1621.0	1621.00 22500.00
Denmark	Borsnas	5922.0	5945.0	5953.0	5922H.00 1242H.00
Finland: A good share price is early trading.					
France	Cote 100	420.08	426.62	427.36	426H.01 2250H.00
	Midi-Midi	3137.28	3141.19	3037.96	4061.01 2550H.00
	1000 French Companies	637.0	642.0	651.0	702.23 2242H.00
	Paris-Nice	2485.25	2501.29	2467.00	2601.01 2545H.00
Germany: A good share price is early trading.					
Hong Kong	HKSI 300	3900.85	3936.77	3922.00	4091.05 1733H.00
India	Share Index	341.10	343.30	343.10	343.00 1020H.00
	Share Index	45.38	44.82	44.73	1022.30 2242H.00
Japan: Selling pressure throughout. All shares in demand, value still fluctuates between 100 and 150.					
Netherlands	BEI	164.56	152.73	145.16	171.60 2216H.00
Spain	Spanish IBEX 35	361.2	364.8	365.3	377.70 2232H.00
Sweden	OM Stockholm 20	154.57	155.70	155.59	154.50 1746H.00
Switzerland: CPMI Index: 154.57					
Taiwan: All share prices low. No overall market panic.					
Thailand	CSE 100 Index	458.00	463.97	462.00	462.00 2242H.00
U.K.: Higher after a mild session in which cash shares gained ground.					
Philippines	Phil. Stock Exchange	1042.77	1070.45	1080.18	1083H.00 2242H.00
Portugal: Better in spite of weaker than the rest.					
France	BSE 300	381.62	381.00	382.49	378H.03 1717H.00
	CAC 40	414.38	414.07	407.42	406.00 1717H.00
Gained ground against the European Index, but not the dollar.					
Germany	DAX	1655.57	1650.32	1638.33	1548.00 2242H.00
	DAX	1022.32	1030.77	1017.16	987.10 2077H.00
Lost ground in spite of an all but net cash gains for DAX.					
Italy	Alfano General	3292.89	3267.92	3262.21	3262H.00 4250H.00
	FTSE 100	2112.04	2104.29	2097.19	2112H.00 2242H.00
Portugal: A good share price is early trading.					
Hong Kong	HSIC 300	6736.00	6810.20	6458.00	11700.00 2242H.00
	HSIC 300	685.02	680.02	670.00	1716H.00 2242H.00
Slovenia: In the morning, Chinese share declined and the Hong Kong HSI fell sharply.					
Germany	DAX	1022.32	1030.77	1017.16	987.10 2077H.00

1990-91	% Held	% FTE	Country	Index	Pts
1282.0 10/00	4.35	12.1	India	HSI Group	3262.04
				CSO 220	624.41
3048.25 1/00		9.57	<i>Entered into letter file another night on</i>		
466.25 1/00			Indonesia	Almco Corp.	504.00
palace			<i>HSI on file volume with a major night.</i>		
900.00 1/00			India	HSI Group	3262.04
2592.25 10/00	1.44	28.8	<i>HSI on file volume with a major night.</i>		
			<i>HSI on file volume with a major night.</i>		
470.00 10/00	no	no	Italy	HSI Group	3262.04
304.01 5/00	1.67	19	<i>HSI on file volume with a major night.</i>		
310.00 5/00			<i>HSI on file volume with a major night.</i>		
852.25 5/00			<i>HSI on file volume with a major night.</i>		
272.50 5/00			<i>HSI on file volume with a major night.</i>		
1240.00 14/00	3.52	11.6	Japan	HSI Group	3262.04
			<i>HSI on file volume with a major night.</i>		
36.10 10/00	1.17	25.7	Japan	HSI Group	3262.04
<i>HSI on file volume with a major night.</i>			<i>HSI on file volume with a major night.</i>		
736.57 14/00	no	no	Japan	HSI Group	3262.04
			<i>HSI on file volume with a major night.</i>		
305.00 5/00	no	no	Malaysia	HSI Group	3262.04
<i>HSI on file volume with a major night.</i>			<i>HSI on file volume with a major night.</i>		
344.00 5/00	1.04	17.7	Malaysia	HSI Group	3262.04
			<i>HSI on file volume with a major night.</i>		
344.00 5/00	no	no	Malaysia	HSI Group	3262.04
302.00 12/00	1.70	25.5	Malaysia	HSI Group	3262.04
1073.50 12/00	2.21	21.3	Malaysia	HSI Group	3262.04
344.00 12/00			<i>HSI on file volume with a major night.</i>		
1282.0 10/00	1.34	10.8	Malaysia	HSI Group	3262.04
304.01 5/00			<i>HSI on file volume with a major night.</i>		
736.57 14/00	1.28	28.9	Malaysia	HSI Group	3262.04
344.00 5/00			<i>HSI on file volume with a major night.</i>		
304.01 5/00	3.50	12.7	Malaysia	HSI Group	3262.04
310.00 5/00			<i>HSI on file volume with a major night.</i>		
272.50 5/00			<i>HSI on file volume with a major night.</i>		
1240.00 14/00			<i>HSI on file volume with a major night.</i>		
36.10 10/00			<i>HSI on file volume with a major night.</i>		
736.57 14/00			<i>HSI on file volume with a major night.</i>		
305.00 5/00			<i>HSI on file volume with a major night.</i>		
344.00 5/00			<i>HSI on file volume with a major night.</i>		
302.00 12/00			<i>HSI on file volume with a major night.</i>		
1073.50 12/00			<i>HSI on file volume with a major night.</i>		
344.00 12/00			<i>HSI on file volume with a major night.</i>		
1282.0 10/00			<i>HSI on file volume with a major night.</i>		
304.01 5/00			<i>HSI on file volume with a major night.</i>		
736.57 14/00			<i>HSI on file volume with a major night.</i>		
344.00 5/00			<i>HSI on file volume with a major night.</i>		
302.00 12/00			<i>HSI on file volume with a major night.</i>		
1073.50 12/00			<i>HSI on file volume with a major night.</i>		
344.00 12/00			<i>HSI on file volume with a major night.</i>		
1282.0 10/00			<i>HSI on file volume with a major night.</i>		
304.01 5/00			<i>HSI on file volume with a major night.</i>		
736.57 14/00			<i>HSI on file volume with a major night.</i>		
344.00 5/00			<i>HSI on file volume with a major night.</i>		
302.00 12/00			<i>HSI on file volume with a major night.</i>		
1073.50 12/00			<i>HSI on file volume with a major night.</i>		
344.00 12/00			<i>HSI on file volume with a major night.</i>		
1282.0 10/00			<i>HSI on file volume with a major night.</i>		
304.01 5/00			<i>HSI on file volume with a major night.</i>		
736.57 14/00			<i>HSI on file volume with a major night.</i>		
344.00 5/00			<i>HSI on file volume with a major night.</i>		
302.00 12/00			<i>HSI on file volume with a major night.</i>		
1073.50 12/00			<i>HSI on file volume with a major night.</i>		
344.00 12/00			<i>HSI on file volume with a major night.</i>		
1282.0 10/00			<i>HSI on file volume with a major night.</i>		
304.01 5/00			<i>HSI on file volume with a major night.</i>		
736.57 14/00			<i>HSI on file volume with a major night.</i>		
344.00 5/00			<i>HSI on file volume with a major night.</i>		
302.00 12/00			<i>HSI on file volume with a major night.</i>		
1073.50 12/00			<i>HSI on file volume with a major night.</i>		
344.00 12/00			<i>HSI on file volume with a major night.</i>		

[illegible]

1990/91 Low	50 Yr Total	50 Yr PE	Country	Index	Feb 8
2094.35 20/10/90 2022.26 20/10/90	na	na	Portugal	WIL 30 FR 20	5122.55 1185.05
2088.23 21/10/90	2.45	39.2	Samoa	WTS	53.90
Almost higher on basis of 1985-1989 in the 1980s					
2085.81 21/10/90	1.92	19	Singapore	SIS AA-Eyona	362.25
1985-1989 on basis of 1980-1984					
2061.49 21/10/90	na	na	Almost lower along of composite market index		
Stable					
2044.34 21/10/90	1.71	25.7	South Africa	JSE All Share	5692
1983.50 21/10/90	na	na	USA	S&P 500	607.25
1983.00 21/10/90	na	na	USA	S&P Ind	607.25
2360.00 21/10/90	6.98	39.7	United Kingdom	Financial Times	645.30
182.27 21/10/90	na	na	USA	NYSE Composite	545.30
1901.11 21/10/90	na	na	Early drop on basis of 1980-1984 market index		
1903.04 21/10/90	na	na	1980-1984 on basis of 1975-1979		
After had dropped back					
1904.55 21/10/90	na	na	Japan	Nikkei 225	8511.10
Almost lower with 1980-1984 index					
1904.55 21/10/90	na	na	UK London	CSE All Share	564.30
Not in stock index. 1980-1984 index was 1981-1984					
202.70 12/92	2.48	15.5	Denmark	Almindex Copenhagen	345.50
Almost lower in low with mid European average					
2069.58 12/92	1.48	14.7	Germany	DAX Index	7055.50
Almost lower than previous than 1980-1984					
2005.57 21/10/90	na	na	France	CAC 40	5922.50
Almost higher than previous than 1980-1984					
2040.00 21/10/90	2.10	22.1	Spain	IBEX 35	2007.75
2040.00 21/10/90	na	na	Sweden	Stockholm 20	284.67
Almost higher than index of an 1980 average					
2225.00 21/10/90	na	na	Switzerland	BC	4105.17
1939.78 21/10/90	2.25	12.6	Finland	HEX Helsinki	7393.57
By major increase					
2082.23 14/7/90	na	na	WORLD	FYBID World Mid Capital Ind	1140.75
1199.80 21/10/90	na	na	1980-1984 on basis of 1975-1979		
2082.23 21/10/90	1.33	14	Italy	FTSE 100	1187.25
1980-1984 on basis of 1975-1979					
1903.23 21/10/90	2.04	18	USA	NYSE Dow S&P 500	2476.50 1140.75

Feb 5	Feb 4	1999/98 High	1999/98 Low	98 Feb	98 Feb	98 Feb
5065.04	5268.33	8778.98	2294.76	5889.06	2719.98	2 22.7
17798.57	17674.09	16629.98	2294.98	8714.51	2719.98	
55.88	55.88	471.01	51.98	38.01	51.98	na na
383.10	372.12	427.98	195.98	195.28	47.98	3.26 18.7
1285.19	1379.80	1653.98	195.98	885.04	195.98	
14.40	14.40	192.01	51.98	81.45	201.98	na na
548.2	330.0	330.0	204.76	699.40	115.98	
158.1	163.1	129.0	204.76	672.01	195.98	
685.2	676.1	642.0	204.76	594.06	115.98	4.88 8.8
na	na	na	na	na	na	
551.28	551.28	848.01	51.98	380.01	104.98	1.13 24
67.00	67.00	662.01	177.98	491.08	104.98	1.89 23.7
55.00	51	782.0	45.98	491.08	32.98	na
na	na	na	na	na	na	
3447.8	3446.9	3395.00	297.98	3411.70	87.98	5.11 20.8
7187.8	7187.2	8712.08	271.98	5785.01	51.98	1.26 23.8
4216.2	4033.7	5531.98	297.98	3311.21	51.98	na
504.70	554.80	877.08	28.98	804.70	62.98	1.76 17.1
na	na	na	na	na	na	
337.36	336.27	551.92	32.98	293.71	49.98	5.22 46.1
na	na	na	na	na	na	
2748.2	2779.38	4531.98	195.98	1952.30	87.98	2.58 11.7
na	na	na	na	na	na	
4121.54	4352.21	7886.98	239.98	3843.76	104.98	na na
7398.01	7449.49	5282.17	316.98	6441.86	165.98	na na
308.70	306.35	316.01	81.98	312.30	79.98	na na
1185.1	1158.4	1785.58	81.98	888.51	129.88	na na
3489.28	3421.42	3562.82	207.98	3433.07	87.98	na na
3489.28	3421.42	3562.82	207.98	3433.07	87.98	na na
1391.42	1291.06	1291.06	207.98	1815.57	87.98	na na
2871.44	2778.85	2896.81	287.98	2869.81	87.98	na na
338.95	294.27	322.81	295.98	161.71	57.98	na na
118.57	118.69	128.12	29.98	88.04	11.98	na na

THE NASDAQ-AMEX MARKET GROUP

Stock	High	Low	Open	Close	Change	Volume	High	Low	Open	Close	Change	Volume
Aluminum II	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum III	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum IV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum V	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum VI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum VII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum VIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum IX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum X	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXXI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXXII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXXIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXXIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXXV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXXVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXXVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXXVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XXXIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XL	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XLI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XLII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XLIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XLIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XLV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XLVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XLVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XLVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum XLIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum L	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LVIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXVIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXIX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXX	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXXI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXXII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXXIII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXXIV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXXV	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXXVI	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXXVII	34	34	34	34	0	100	34	34	34	34	0	100
Aluminum LXXXXXXXVIII	34											

Stock	High	Low	Open	Close	Change	Stock	High	Low	Open	Close	Change
Am. Can.	10.00	9.75	9.80	9.75	-0.05	Am. Can.	10.00	9.75	9.80	9.75	-0.05
Am. Oil	10.00	9.75	9.80	9.75	-0.05	Am. Oil	10.00	9.75	9.80	9.75	-0.05
Am. Sugar	10.00	9.75	9.80	9.75	-0.05	Am. Sugar	10.00	9.75	9.80	9.75	-0.05
Am. Tobacco	10.00	9.75	9.80	9.75	-0.05	Am. Tobacco	10.00	9.75	9.80	9.75	-0.05
Am. Water	10.00	9.75	9.80	9.75	-0.05	Am. Water	10.00	9.75	9.80	9.75	-0.05
Am. Wire	10.00	9.75	9.80	9.75	-0.05	Am. Wire	10.00	9.75	9.80	9.75	-0.05
Am. Zinc	10.00	9.75	9.80	9.75	-0.05	Am. Zinc	10.00	9.75	9.80	9.75	-0.05
Am. Iron	10.00	9.75	9.80	9.75	-0.05	Am. Iron	10.00	9.75	9.80	9.75	-0.05
Am. Steel	10.00	9.75	9.80	9.75	-0.05	Am. Steel	10.00	9.75	9.80	9.75	-0.05
Am. Copper	10.00	9.75	9.80	9.75	-0.05	Am. Copper	10.00	9.75	9.80	9.75	-0.05
Am. Lead	10.00	9.75	9.80	9.75	-0.05	Am. Lead	10.00	9.75	9.80	9.75	-0.05
Am. Tin	10.00	9.75	9.80	9.75	-0.05	Am. Tin	10.00	9.75	9.80	9.75	-0.05
Am. Nickel	10.00	9.75	9.80	9.75	-0.05	Am. Nickel	10.00	9.75	9.80	9.75	-0.05
Am. Manganese	10.00	9.75	9.80	9.75	-0.05	Am. Manganese	10.00	9.75	9.80	9.75	-0.05
Am. Potash	10.00	9.75	9.80	9.75	-0.05	Am. Potash	10.00	9.75	9.80	9.75	-0.05
Am. Soda	10.00	9.75	9.80	9.75	-0.05	Am. Soda	10.00	9.75	9.80	9.75	-0.05
Am. Sulphur	10.00	9.75	9.80	9.75	-0.05	Am. Sulphur	10.00	9.75	9.80	9.75	-0.05
Am. Phosphate	10.00	9.75	9.80	9.75	-0.05	Am. Phosphate	10.00	9.75	9.80	9.75	-0.05
Am. Coal	10.00	9.75	9.80	9.75	-0.05	Am. Coal	10.00	9.75	9.80	9.75	-0.05
Am. Lumber	10.00	9.75	9.80	9.75	-0.05	Am. Lumber	10.00	9.75	9.80	9.75	-0.05
Am. Paper	10.00	9.75	9.80	9.75	-0.05	Am. Paper	10.00	9.75	9.80	9.75	-0.05
Am. Glass	10.00	9.75	9.80	9.75	-0.05	Am. Glass	10.00	9.75	9.80	9.75	-0.05
Am. Rubber	10.00	9.75	9.80	9.75	-0.05	Am. Rubber	10.00	9.75	9.80	9.75	-0.05
Am. Hides	10.00	9.75	9.80	9.75	-0.05	Am. Hides	10.00	9.75	9.80	9.75	-0.05
Am. Wool	10.00	9.75	9.80	9.75	-0.05	Am. Wool	10.00	9.75	9.80	9.75	-0.05
Am. Cotton	10.00	9.75	9.80	9.75	-0.05	Am. Cotton	10.00	9.75	9.80	9.75	-0.05
Am. Flax	10.00	9.75	9.80	9.75	-0.05	Am. Flax	10.00	9.75	9.80	9.75	-0.05
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Am. Linen	10.00	9.75	9.80	9.75	-0.05	Am. Linen	10.00	9.75	9.80	9.75	-0.05

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EASDAQ

[Screenshot] 06/20/99 Dow Jones 2,972.96 Dow Jones 2,							
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STOCK MARKETS

Bourses drift on wave of economic doubts

WORLD OVERVIEW

Global equities picked up yesterday where they had left off last week, drifting lower amid nagging economic doubts and concern for Wall Street's highly charged technology sector, writes Jeffrey Brown.

Asia continued to trade lower, while in Europe the broad tone also matched the mood of recent sessions, taking its cue from the latest batch of industrial figures

from Germany, where output in December was unchanged.

Although the outcome was widely seen as a possible bottoming-out of the cycle, it was an argument that carried little weight coming on top of last week's 2.8 per cent decline in December industrial orders.

The overall numbers showed German industrial output for 1998 shrank 0.8 per cent, whereas most analysts had expected a figure

in the region of plus 0.1 per cent.

There was no comfort in any of this for the Frankfurt market, which continued to lag other core euro-zone members. The Xetra Dax index, which has a heavy weighting of basic industry groupings, is now almost 20 per cent short of its peaks of last July.

Wall Street had no support to offer in early trading. Having tumbled 5 per cent last week, the Nasdaq com-

posite index, the benchmark for US tech shares, remained groggy in spite of a better showing by sector leader Microsoft after last week's near 10 per cent shakeout.

The early mood in the US market was not helped by a warning of a 5-10 per cent correction from Ralph Abner, the widely followed technical research director of Prudential Securities.

The day's Asian upsets mostly centred on Malaysia, where the recently reopened

window of repatriation for locked-in foreign funds continued to spark wholesale selling. Following the imposition of capital controls, Malaysian equities doubled in value between September and January. They have fallen 9 per cent since the close on Thursday.

Salomon Smith Barney did its best to keep the mood confident, releasing its list of top European stocks for 1999 and pointing to fundamental value in a number of mar-

kets in its latest European portfolio strategist.

The broker says that the European index is back under fair value target with some major markets offering double-digit upside potential - notably Spain and Switzerland.

"We believe the mechanisms for further liquidity-driven gains remain in place, capable of giving European markets an upward bias over the year as a whole," Salomon declares.

MARKET FOCUS

Italians learn to love the euro

The latest convert to the attractions of the Milan stock market has been Massimo D'Alema, the first former member of the Communist party to become prime minister of Italy.

On a visit to Milan's new privatised stock exchange last month, Mr D'Alema said he was embarrassed to admit he had visited the New York exchange before coming to the Milan bourse.

It only went to show "Italy's mania for all foreign things", he conceded.

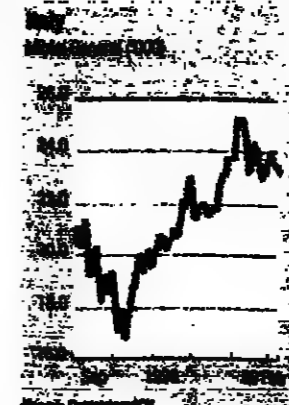
It seems he is not the only one suffering from a bout of xenophilia. Since the beginning of the year, Italian households, the world's biggest savers after the Japanese, have been reshaping their portfolios to adapt to the euro. Equity funds investing primarily in the Italian stock market recorded a net outflow of €178.7m last month but there was a net inflow for funds investing in the euro-zone.

The latest mutual fund figures provided by Banca Fideuram showed Italian investors had become worried by the high volatility of the equity market and turned again to steadier bond funds. These funds were also net sellers of domestic bonds last month by €2.3bn and net buyers of foreign bonds by €1.14bn.

Low bond interest yields coupled with worries over political stability have damped last year's enthusiasm for the Italian market following the country's qualification for European economic and monetary union.

Although equity trading volumes last month were nearly double those of December, the market has hardly moved since the beginning of the year. The broader Mib index ended January flat while the blue-chip Ix30 index ended 1.37 per cent lower.

A group of blue chips and some internet and publishing-related stocks have contin-



Source: Fideuram

ued to enliven the market. Since Franco Bernabè took over two months ago at Telecom Italia, the privatised telecommunications group has seen its share price rise about 40 per cent. That reflects in part his swift efforts to reorganise the company, shaken last year by management turmoil. His decision to abandon its pay-TV ambitions has also encouraged the market as have his intentions to sell non-core assets.

However, intense takeover speculation has fuelled the share price. The government is expected to sell its remaining stake as early as next month. Mr D'Alema has suggested this stake may be sold to a strategic partner who could become the company's largest shareholder.

Fiat, too, has had a reasonable run on the back of consolidation in the motor industry. After unsuccessfully bidding about \$14m for the entire Volvo group, Fiat is now considered as a possible merger partner for BMW.

Publishing stocks have outperformed by far the rest of the market. Class Editor, floated at the end of 1998, gained 230 per cent in January because of its growing internet interests. The Espresso group rose 45 per cent and Mondadori nearly 30 per cent.

Paul Betts

Dow slips as alliances fail to inspire

AMERICAS

Wall Street lost early momentum, trading lower by midday as a series of alliances in the communications and computer sectors failed to inspire the broader market, writes John Labate in New York.

By early afternoon the Dow Jones Industrial Average was down 49.17 or 0.53 per cent to 9,255.07. The broader Standard & Poor's 500 index was down by less than a point at 1,238.50, while the Nasdaq composite pushed 14.51 higher at 2,368.13.

Bonds picked up, with the 30-year Treasury bond up 1/8 to 98 1/8, sending the yield lower to 5.329 per cent.

Putting pressure on the Dow, International Paper fell \$1 1/4 to \$43 and J.P. Morgan 3/8 to \$95.5. Union Carbide rose \$1 1/2 to \$41 1/4.

Shares of IBM were down \$1 to \$164 1/4 after the company said it had entered a marketing alliance with five leading record companies.

Northern Communications gained \$1 1/2 or more than 5 per cent to \$31 1/2 after the company announced a wireless service alliance with internet company Netscape Communications. Netscape fell back on the news, off \$1 1/4 to \$98 1/4. Most internet shares were down, sending the American stock exchange's internet index off by 1.4 per cent to 717.12.

A wireless internet pact between Cisco Systems and Motorola also met with mixed results from investors, who sent Cisco's shares down \$1 1/4 to \$100 1/4. Motorola gained \$1 1/4 to \$66. The stock

joined in a rally with other semiconductor stocks after Merrill Lynch upgraded several companies. LSI Logic climbed \$2 1/2 or more than 12 per cent to \$26 1/2.

Chubb, the property and casualty insurer, fell 3/8 or more than six per cent to \$54 1/4 after the company said it had reached a deal to buy specialty insurer Executive Risk. The announcement sent Executive's shares up \$1 1/4, a rise of more than 44 per cent, to \$36 1/4.

Airline stocks were lower after a recent run-up in price. AMR, parent company of American Airlines, tumbled \$3 1/4 or more than 5 per cent to \$58 1/4 after it said it would cancel 360 flights due to a dispute with pilots.

TORONTO was weak at mid-session after firm resource stocks were offset by weak financial services issues. By midday, the TSX-300 composite index was 58.47 lower at 6,574.90 in volume of 25m shares.

A plunge in Newcourt Credit Group accelerated the fall in financial services as the session progressed. Newcourt dropped to C\$46.80 before recovering slightly to trade C\$47.35 down at C\$47.40 amid reports that it had backed out of a deal with Deutsche Bank.

Analysts said Newcourt was expected to buy the ailing US arm of the Frankfurt-based bank in exchange for stock which would have made Deutsche a major shareholder.

ComWest Global Communications sank C\$4.30 to C\$21 after its bid for 65 per cent of NetStar Communications was topped by CTV.

Pharmaceuticals group Schering turned back from a high of \$126.99 to close \$2.64 lower at \$120.55 as profit-taking took hold after the group announced preliminary 1998 results.

Sports brand group Adidas-Salomon put on \$2.70 to \$22.80, adding to Friday's 8.5 per cent surge in response to results and a forecast of a robust earnings increase.

The utilities had a good day in response to the poor showing in Sunday's Hesse election for the Green party, which is committed to phasing out nuclear power. Vieg rose \$17.50 to \$480.50 and Veba \$1.83 to \$49.33.

HypoVerenbank gave up

Bonds put Frankfurt in shade

EUROPE

Concerns about financial instability in Asia, Russia and Brazil, combined with higher yields in the bond market, sent FRANKFURT to a lower close.

The pullback reversed early gains that greeted the setback for Chancellor Gerhard Schröder's Social Democrats in Sunday's Hesse state election.

The Xetra Dax index, which peaked at 5,174.25 early in the day, closed 45.04 lower at 5,052.44.

BMW soared \$27.49 or 8.5 per cent to €726.49 as investors registered a positive response to Friday's boardroom changes. The stock saw upgrades from Goldman Sachs and Deutsche Bank.

The FTSE Europe 300 index fell 7.22 or 0.50 per cent to 1,197.21. See Euro Prices page.

Global Equities, while Lehman Brothers put a break-up value of at least \$1,390 per share on the carmaker, and repeated a buy recommendation.

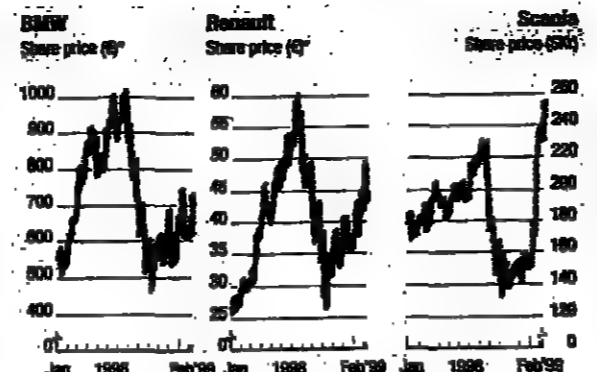
Industrial group Metallgesellschaft shot up 14.7 per cent after the group posted double-figure profit growth for 1997-98 and announced plans to take a near 75 per cent stake in the Gas engineering group. Metallgesellschaft rose €2.30 to €18 and Gas €3 to €27.

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HypoVerenbank gave up



Source: Datastream

€3.51 to €54.19 as speculation over possible additional credit risks on its real estate lending business resurfaced. AMSTERDAM shed 6.12 to 528.24 on the AEX index in spite of a 1.1 per cent advance by market heavy-weight Royal Dutch.

The oil giant rose 45 cents to €40.10, boosted by the group's plans for an \$8.5bn expansion of the Nigerian oil industry and with sentiment gaining ahead of Thursday's results statement.

ING and Akzo Nobel were given a mixed reception after their inclusion in Salomon Smith Barney's list of European best picks. ING gave up €1 to €50.70 but Akzo ended all square at €36.35 after a high of €36.50.

Brewer Grochup shed 60 cents to €21.90 ahead of today's results statement. Heineken shed 90 cents at €40.50.

PARIS ended little changed after a weak Wall Street put a late damper on an initial bout of optimism.

Strong automobile and cyclical stocks had helped lift the CAC 40 to an intraday high of 4,157.55 before the index slipped back to 4,154.02, up 5.74.

Among stocks to benefit from fresh takeover news, Accor gained \$15.53 or 8.4 per cent to \$205 after it said it would buy 65 per cent of tour operator Frantour from state-controlled SNGC.

Alcatel defied the downward trend in telecoms following news that a planned

link-up with Motorola would add \$1bn to sales over four years. The stock gained €3.90 to €36.70.

Renault, up €1.40 to €44.50, and Peugeot, up €1.50 to €138, benefited from the sacking of BMW's chairman, which, analysts said, made the German company a potential bid target.

Hopes of a pick-up in economic activity later this year gave a boost to cyclical stocks, with Lafarge up €4.90 to €90 and Usinor 55 cents higher to €12.80.

ZURICH came under pressure from sagging S&P 500 futures and weakness on Wall Street. The SMI index finished 8.11 lower at 7,055.9.

ABB, which last week announced plans for a single share structure, put on another SFr7.17 to SFr71.85.

Alstom jumped SFr48 to SFr1,618. The company,

Currency scares leave investors unperturbed

Private equity investors in the US have not lost their appetite for Latin American shares in spite of the currency turmoil in the region, according to a survey by PWC.

A total of 67 per cent of the funds polled said the crisis would not affect their investment plans in 1999.

Brazil's devaluation, they insisted, had created buying opportunities by cutting the value of Brazilian assets.

MEXICO CITY, which remains the favoured destination for investors, was posting modest losses at mid-session, with the IPC index down 11.73 at 4,001.82.

In SAO PAULO, the Bovespa index was up 44 to 8,478 as investors waited for stock options in Telebras to mature in the early afternoon.

The company's preferred receipts were up R\$40.50 to R\$123.50.

Liberty gives Jo'burg life

SOUTH AFRICA

Johannesburg ended on a positive note with the market concentrating on financials as expectations grew for a high-profile merger and a cut in interest rates.

Liberty Life put on R10.80 to R110.60 on the view that the retirement this year of

Donald Gordon, chairman, would clear the way for a merger with Standard Bank. Standard put on 75 cents to R20.50.

The overall index rose 61.5 to 5,912.1 and financials jumped 169.5 or 1.8 per cent to 9,435.9. Industrials rose 29.4 to 6,728.6 and golds eased 1.5 to 927.2.

Tokyo halts five-day decline

ASIA PACIFIC

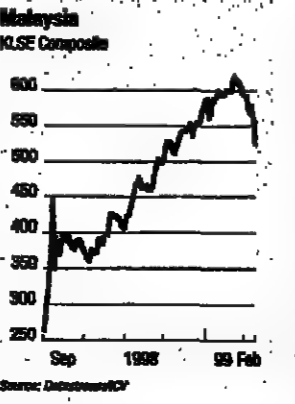
Shares in TOKYO rose after five days of decline, on the back of a recovery in the Japanese bond market and the strengthening of the US dollar, writes Julie Hess.

Investors were relieved that the dramatic fall in bond prices had come to an end, with the benchmark 10-year government bond's yield falling 20 basis points from Friday's close to 2.16 per cent. Moreover, a stabilisation in the foreign exchange market also provided support.

The Nikkei 225 index rose 94.41 to close at 13,952.49, after trading between 14,024.92 and 13,700.98. The advance was broadly based, with the capitalisation-weighted Nikkei 300 index gaining 1.55 to 217.22 and the Topix index of all first-section shares rising 5.99 to 1,090.63.

Advancing issues outnumbered decliners 527 to 516, with 228 issues unchanged. Trading volume was weak, falling below the 300m mark to 261m shares.

Rubber products was the best performing sector, gaining 5.2 per cent. However, only three stocks were up, highlighting an increasing market perception gap



Source: Datastream

between potential winners and losers in the sector. Bridgestone climbed ¥160 to ¥2,500, Sumitomo Rubber ¥7 to ¥633 and Tokai Rubber ¥18 to ¥1,255.

Sumitomo continued to benefit from investors' high expectations on the tie-up with Goodyear. Bridgestone's price increase followed a newspaper report about a possible upwards revision of profits.

In Osaka, the OSE index closed up 81 at 14,811.

KUALA LUMPUR continued to experience heavy selling by foreign investors determined to repatriate funds at the first opportunity, following last week's changes in Malaysia's capi-

tal controls. Blue chips were in the thick of the action. Malayan Banking lost 45 cents to M\$65.65 and Tenaga 20 cents to M\$3.25.

The composite index fell 32.70 to 526.10 in heavy volume of 200m shares for a two-session decline of 9 per cent.

TAIPEI shrugged off poor performances in the region for the second consecutive session, gaining 2 per cent as margin-call pressure eased after last week's plunge.

Measures announced by the finance ministry on Sunday, including lighter conditions for brokerages to accept client's stocks as collateral, helped the market rebound. The government said it would publish additional steps on Wednesday, aimed at propping up Taiwan's feeble economy.

The weighted index gained 112.80 to 5,822.58 with construction and financial shares the best performers.

BANGKOK reversed early gains to close 2.1 per cent lower amid selling by retail investors and weakness in finance issues. The SET index slid 7.19 to 330.77.

Slam Commercial Bank weighed on the market after it announced a recapitalisation that would raise its registered capital from Bt40bn

to Bt70bn. The stock ended Bt0.75 lower at Bt14.75. Krung Thai Bank lost Bt0.50 to Bt14 and Bangkok Bank Bt0.50 to Bt43.

SEOUL saw early gains wiped out as futures-linked sales emerged in late trading. The composite index finished 6.001 or 1.1 per cent lower at 545.38, off a high of 553.88, which reflected expectations of an upgrade of the country's rating by Moody's.

Brokers said investor sentiment soured towards the close after the country's financial watchdog said it would punish affiliates of the nation's top 30 conglomerates that failed to clear cross debt payment guarantees according to schedule.

ATOKLAND fell as investors were caught napping after the Reserve Bank announced it would adopt a formal cash rate as its primary tool for the implementation of monetary policy.

The central bank was at pains to point out that the shift to a new monetary policy regime, which subordinated the significance of the Monetary Conditions index in favour of an official cash rate, was not in response to current market conditions.

The NZSE-40 capital index finished 23.47 lower at 2,138.45.

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most established names: Hambros plc, Carr Sheppards, Henderson Crosthwaite, Guinness Mahon, Guinness Flight

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Millennium menu is simmering

London is gearing up fast for turn-of-year celebrations. But 2000 may not necessarily bring a business boom, says Ken Goffton

London is now being actively promoted as Millennium City by its tourist board and convention bureau, and even its competitors reluctantly admit that, because of its connections with the measurement of time, it has a strong case.

The fact that the Meridian line runs through Greenwich, an accident of history, is one of London's three trump cards. The second is the city's long history, making it attractive to professional associations wanting to return to their roots. Finally, there is the sheer amount of money being invested in new facilities.

"The Millennium Dome has taken a lot of flak, but at least it is evidence that London is doing something," says Rebecca Byrne, business development manager for the London Convention Bureau. The Dome, Greenwich's great inverted bowl, will be available for corporate entertainment.

Also on the south side of the River Thames, the Tate Gallery's South Bank extension in a converted power station, and Vinopolis, a new and permanent home to wine, will be in full swing by 2000. And, although it is already open, one should not overlook the appeal of the recently-created Globe Theatre to corporate audiences keen to commune with William Shakespeare, one of the icons of western culture, at the start of the new millennium.

To all of these attractions can be added a number of new or extended facilities, though, significantly, London does lack the very large-scale facilities now being built in other cities, and this



could be a weakness in the future. The Palais des Congrès in Paris can seat 3,700 in one room, and Barcelona is planning to add further large-capacity venues.

In London, the ExCel conference and exhibition centre at the Royal Victoria Dock is costing £200m; additional conference and exhibition space at the Stakis London Metropole carries a £30m price tag; Earl's Court, Olympia, and the Business Design Centre in Islington are also investing in refurbishment and expansion.

"The totality of investment in and around the millennium, in tourism and leisure facilities, is about £5bn," says Ms Byrne's colleague, marketing director Sandra Elliott. "We are using that message, that there is lots to see that is new and different, to sell London well beyond the year 2000."

As for assessing the demand for millennium meetings, in London or elsewhere, it is a little early to say. Corporate clients are a significant part of the market, and they frequently work on conference lead times of a mere six to nine months.

The other big source of business is the international, professional convention sector, which operates in a completely different way. Their huge get-togethers, often involving thousands of delegates, take place on regular two, three or four-year cycles. Decisions on where they will meet are frequently taken five, or even 10, years ahead. This means that most of the conventions due to be held around 2000 are already "done deals" so far as the

booking of venues is concerned. Even so, the "millennium factor" may well have influenced the choice of destination. It did in the case of the American Bar Council, which is holding what it terms its London Sessions in the city for the first time since the mid-1980s. This convention, based on the Queen Elizabeth 2 Centre, will bring 11,000 US lawyers, plus partners, to town in July 2000.

Others heading for London include the International Advertising Association and the International Real Estate Federation. Not surprisingly, however, the World Burns Federation concluded it should be in Scotland for its millennium clan gathering, and has booked into Glasgow's Scottish Exhibition and Conference Centre (SECC).

Gill Price, the SECC Centre's general manager, says trade associations and professional bodies which hold conventions have not been tempted to tamper with their normal booking cycles because of the millennium. If their meeting is normally held in September, it stays in September.

"We have many more events still at a provisional stage, including enquiries from people who want to be here in 2001, I'm delighted to say. So we're not concerned about talk of an enormous peak in the year 2000, dropping into a bottomless pit in 2001."

Industry specialists seem to agree that on the corporate events side, too, the millennium makes a great story line, but is not, in itself, a reason to hold a conference. Bill Gearing, marketing and sales director for Greenleaf Hotels and Leisure, which owns the De Vere chain, says it is already being used as a theme for meetings, but is unlikely to have a major impact on the frequency of meetings.

"It can be the icing on the cake," notes Vanessa Cotton, managing director of The Event Organisation Company, "but it is not the cake itself."

This may explain why there has been no abnormal rush so far to book venues for corporate events. There is probably more anxiety, also, about which way the economy will head as there is about a shortage of venues or rocking charges.

The International Convention Centre and National Exhibition Centre in Birmingham had such a good year in 1998 - the events it hosted included the G8 conference, the CBI conference, and the Eurovision Song Contest - that it will be hard pushed to beat that performance in millennium year.

Christina Gearing, the Birmingham centre's group marketing director, estimates that around 2000 bookings enquiries were received during the past 12 months, for meetings of all sizes. The vast majority related to this year, and only 10 per cent to next. That is totally in line with the normal pattern.

"No corporate client we have spoken to yet is planning anything special for the millennium year, and when we ask them why not, they look a bit bemused," she adds.

Jenny Salsbury, conferences director at the SECC in Glasgow, believes there is still plenty of time for companies to book events for next year. The centre has received a few enquiries for large corporate events, "but I don't see a rush of millennium-related things at the moment."

In this review

Management: Companies cut their costs by pooling ticket purchases. On-line Options galore at the touch of a button. Case study: Ericsson. Page 2

Conferences & exhibitions: Planning an event; DIY; Alternative venues; Roadshows; Diary. Pages 3-4

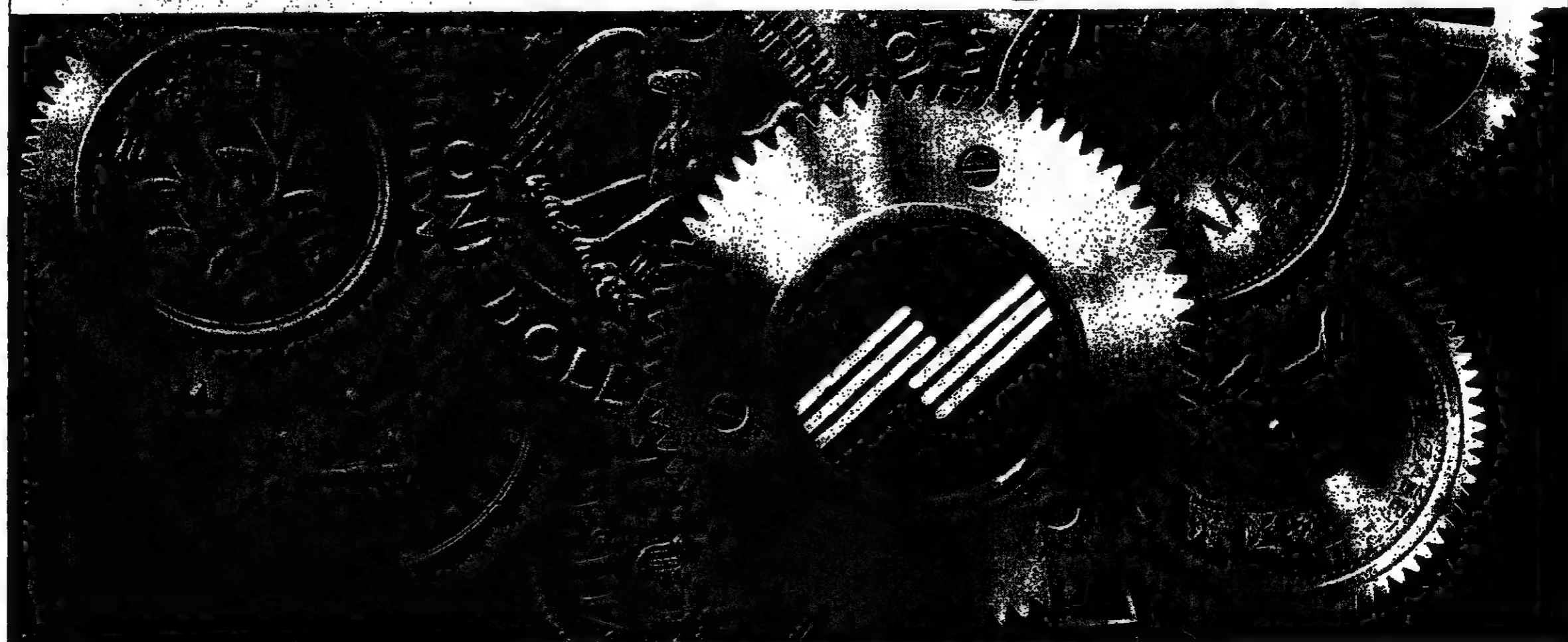
Marketing: Guide to Australia, Canada, New Zealand, South Africa. Page 6

Business breaks: Suggestions for taking time off while on a business trip. Duty-free Parks and confusion. Page 7

Travelers' tales: Tips and yarns from busy globetrotters. Page 8

Production editor: Ian Macdonald. Designer: Philip Hunt. Cover illustration: Chris Duggan.

FIERA MILANO makes for good business



Exhibition Calendar from January to May 1999:

16-17 January XXXIV ESPOSIZIONE INTERNAZIONALE CANINA DI MILANO International Dog Show in Milan	22-25 January CART '99 International Exhibition of stationary, paper and cardboard products, articles for school and fine arts	22-25 January CHINA '99 International Exhibition of gift articles, perfume, home, costume, jewellery, smokers' articles	22-25 January CHINA '99 Exhibition Market of Typical Handicraft Products	22-25 January SALONE INTERNAZIONALE DEL RICICCATO 1999 International 7th Exhibition Model-Making, Hobbies, Christmas Decorations, Carnival Items	24-26 January WIAS WINTER '99 International sportswear, sports articles and camping equipment exhibition	2-7 February REFLOW International Trade Show of cut-flower and ornamental plant production, horticultural equipment, Accessories and Services	26 February BUT '99 International Tourism Exchange	26 February - 1 March MODA MILANO - MODA MILANOVERDE Fashion - March (also to be followed) MILANO COLLECTION BOMBA Women's wear - Fall/Winter 1999/2000 Collections	4-7 March SON EXPO International Exhibition of Musical Instruments, High Fidelity, Video, Consumer Electronics and Multimedia	4-7 March CARTOONEX Comics and Cartoons Show	4-7 March MILANOESPRESSO Trade Fair of Publishing and Multimedia Support for Professionals	4-7 March "R" - SALONE DEL LIBRO E DELLA COMUNICAZIONE MILANO "R" - Religious Book and Communication Show	10-12 March PROMOTION EXPO Exhibition of promotional objects and business gifts, Promotional services, Point of purchase advertising materials and objects	10-12 March SALONE DEL LIBRO E DELLA COMUNICAZIONE MILANO "R" - Religious Book and Communication Show	10-12 March PROMOTION EXPO Exhibition of promotional objects and business gifts, Promotional services, Point of purchase advertising materials and objects	10-12 March SALONE DEL LIBRO E DELLA COMUNICAZIONE MILANO "R" - Religious Book and Communication Show	10-12 March PROMOTION EXPO Exhibition of promotional objects and business gifts, Promotional services, Point of purchase advertising materials and objects	10-12 March SALONE DEL LIBRO E DELLA COMUNICAZIONE MILANO "R" - Religious Book and Communication Show	10-12 March PROMOTION EXPO Exhibition of promotional objects and business gifts, Promotional services, Point of purchase advertising materials and objects	10-12 March SALONE DEL LIBRO E DELLA COMUNICAZIONE MILANO "R" - 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BOOKING POOL by Amon Cohen

Danes go 'club' to buy their cut-price tickets

Airlines are finding they need a place at the negotiating table as a group of companies flexes its purchasing muscle

Travel purchasers of the world unite! A consortium of 13 medium-sized Danish companies, which achieves impressive savings on its members' travel budgets, believes corporations in different countries could reduce their flight bills significantly by working together.

The reasoning offered by Danish Travel Pool (DTP) is simple. Carriers almost always offer lower fares outside their domestic market, where dominance of the route network allows them to keep fares higher. If, say, a Canadian Travel Pool were formed, DTP would buy Air Canada and Canadian Airlines tickets on its behalf. CTP would reciprocate by purchasing SAS tickets on behalf of DTP.

Whether the airlines would agree to such blatant undermining of their home advantage is uncertain, but the track record of DTP within Denmark suggests its ideas are worth examining. Søren Schødt, DTP's man-

agement director, claims that its members, who together spend DKK600m annually on travel, achieve a 10 to 25 per cent greater reduction on air fares than if they were to buy as individual companies.

"Working together allows us to negotiate very good agreements with airlines," says Mr Schødt. "You need to spend DKK500,000 with an airline before it will give you any sort of deal, and at least DKK1m to achieve a good one. We would not achieve those figures on most routes unless we acted together."

Most DTP members have heavy traffic on five to 10 routes which would secure them discounts in their own right. By acting together, they are all entitled to discounts on 40 routes, which account for 80 per cent of their requirements.

Enhanced buying power is by no means the only advantage of collaboration. The status of DTP as a joint-venture gives it the advantages of an in-house department as

well as an outsourced service. The consortium handles many of the functions normally assumed by a company's travel agency, including collection of purchasing data and negotiating with suppliers. Since DTP is a non-profit-making organisation it handles these functions at a lower cost.

DTP does use an agency, Dan Transport, for reservations and ticketing. These are functions which require licensing, bonding and low-grade labour, and are therefore cheaper to outsource fully to a larger entity.

Mr Schødt says a Danish company would normally pay an agency 8 to 12 per cent of its annual travel expenditure to handle all its travel requirements. DTP members pay the consortium an annual fee of 2.5 to 3.7 per cent and a further 2 to 5 per cent to Dan Transport.

DTP also claims that its semi-internal status gives it better control over travellers. One of the greatest challenges for business travel agency staff is standing up to senior executives of client companies when they attempt to book a flight outside corporate policy. It is



more difficult to reserve that forbidden business class seat when policy is being guarded by DTP, which can say it is following in-house regulations.

DTP's efforts to be both internal department and external provider have not gone entirely smoothly. There was initially strong resistance from airlines, which were reluctant to recognise the consortium as a single entity worthy of deeper discounts. But once a couple of carriers were won over, and DTP's sustained ability to deliver business to them was recognised, rivals soon found their way to the negotiating table.

The consortium has even secured some bulk purchases, where it pays cash in advance for an agreed number of tickets that are sold on internally when members require them. Travel management experts predict that this assumption of risk will become a common purchasing method over the next five years but at present few have achieved it. American Express in the US being an exception.

DTP also has to grapple with SAS, the airline that dominates its domestic Scandinavian market even more firmly than most national carriers. Mr Schødt claims a high success rate in buying away from SAS - 90 per cent of its business on the Copenhagen-Stockholm route, for instance, is placed with Finnair, which has a hub in the Swedish capital.

Much of the success is achieved by utilising the power of the attractive SAS frequent-flyer programme, which is many travellers' main motive for avoiding preferred carriers. All mileage earned on corporate travel has to be passed on to DTP, which attempts to use it to book more business flights. This is easier said than done - frequent-flyer points can often only be redeemed for off-peak flights - during off-peak hours - but DTP has made modest progress. It claims to place

one successful booking out of every three it attempts to make with SAS using mileage.

The other disadvantage of depriving travellers of their frequent-flyer points is the threat to their morale. One DTP member stated off-peak by creating its own loyalty programme, with travellers rewarded for every 10 flights they make, irrespective of the airline used.

Portmanteau ideas being investigated by DTP, in collaboration with Danish travel technology company Business Travel Consult, include introducing self-booking systems with extranet connections to suppliers. These direct links could reduce travel agency costs further and bypass the large, expensive computer reservations systems which distribute fares from airlines to agents.

ON-LINE RESERVATIONS by Amon Cohen

Options galore at the touch of a button

The computer chooses between the standard and negotiated fares to offer the lowest available price

Much fuss has been made recently about the miracles of automated booking systems which allow business travellers to make reservations from their desktop or laptop computers.

In reality, few companies have adopted such systems. Reasons for their reluctance include the preoccupation of IT departments with pressing issues such as introduction of the euro and Year 2000 compliance.

The US has far more users of self-booking tools than any other country, but even there only 20 per cent of corporations have an on-line reservations system, according to a survey for Business Travel News. A mere 5 per cent of travellers use the technology instead of telephoning their travel agents.

One exception to this is the Dallas semiconductor manufacturer Texas Instruments, which spends \$50m annually worldwide on travel and has 8,700 travellers in the US alone. It introduced TravelChoice, a customised version of a self-booking system made by Internet Travel Network

in the US in 1997 and will extend it to the UK, France and Germany later this year.

The system is already bearing results. Travel customer services manager Melissa Lopez says 15 to 20 per cent of the company's travel originating in the US is now booked through TravelChoice, a figure she expects to rise to 40 per cent for domestic travel by the end of this year.

This will make a crucial difference. TI predicts investment in the technology will start to bring savings once usage hits 25 per cent.

Using self-booking creates savings in two ways. The first is that the average ticket price falls. As well as featuring standard fares published by the scheduled airlines, TI has built in specially negotiated discount fares with these carriers.

The computer chooses between the standard and negotiated fares to offer the lowest available price on the traveller's chosen route.

In theory this is exactly what a human agent offers, but experience has proved that travellers feel more compelled to select the lowest fare when they can see the difference in front of them on a screen.

"It is so much harder to press that button which you know is going to cost

the company [an extra] \$70 to \$100," says Ms Lopez.

The other source of savings is a reduction in travel agency fees. There is still human intervention in the process.

TI's agency American Express checks every electronic booking for accuracy and policy compliance, but Ms Lopez says Amer personnel can handle at least twice as many electronic bookings as those made by telephone.

A frequent criticism of self-booking systems is that although they reduce travel agency manpower they increase the time spent by highly paid employees on making travel arrangements. Not so, says Ms Lopez.

It is often the traveller's assistants who make the booking, but in any case reservations are extremely rapid. The bulk of TI's air journeys are simple there-and-back-itineraries such as Dallas-Houston.

Travellers who fly these routes tend to use them repeatedly, and TravelChoice offers a feature which allows bookers to call up and amend earlier reservations.

"It is pointless to tie up a travel agent's time for that sort of booking," says Ms Lopez. "Repeat itineraries, including hotel and car hire, can take as little as two minutes."

The bulk of reservations made through TravelChoice are for simple domestic flights, but several travellers have also organised complex overseas itineraries through the system.

Ms Lopez says early adopters have found there are several other advantages besides cost savings. "They like the 24-hour accessibility of the system plus the ability to view all the options and to choose their seat and meal preferences," she says.

TravelChoice also gives our travellers directions from the airport to their hotel.

She says self-booking systems will only work if their benefits are clearly communicated to management, who can then proselytise the cause to employees. Companies must also be prepared to invest in training seminars.

The ultimate rewards, she believes, will be substantial in terms of both cost savings and traveller happiness.

"The hardest part has been instituting change, but once they understand the system they love it," she says.



CASE STUDY ERICSSON

Gentle persuasion works wonders

A small investment in personnel and systems can yield handsome savings for corporate travel budgets. Ericsson, the Swedish telecommunications group, is a case in point.

In 1990 it had one

part-time travel manager in only one of its divisions. Most travellers flew business class, and the average discount achieved against full published air fares was 4.2 per cent.

By 1998 most of the

company's travellers across 130 countries had switched to economy class and the average saving against full fares was 40 per cent.

The lone part-timer, Brigitte Ringdahl, has gradually assumed full control of the group's travel arrangements, and she works with one other full-time and two part-time managers.

The essence of Ms Ringdahl's success was to establish a simple two-part policy - fly economy whenever practicable and book cheaper advance fares - and persuade travellers to adopt it.

Although companies in the US find it easy to mandate

policy to employees, issuing absolute edicts to semi-autonomous budget-holders is not within the philosophy of Ericsson or many other European businesses.

Ms Ringdahl's task has, therefore, largely been one of public relations, partly disseminated through a steering group of Ericsson employees.

She demonstrates to budget-holders how they can reduce costs by following policy and flying with airlines which have negotiated special deals with Ericsson.

She also provides them with pre-trip information which alerts managers to

any traveller who has booked a flight outside corporate policy. The manager can then establish whether there is good reason for the exception - such as flying business class to east Asia before going directly to a sales presentation - or order the traveller to rebook.

Ms Ringdahl also tracks the number of policy exceptions a manager permits and lets them know if this exceeds expected levels.

She believes costs have been kept down further by using three travel agencies, engendering competition between them to find the keenest fares and provide the most efficient service.

Many companies consolidate to just one agency to ensure they gather consistent spending information for negotiating with suppliers. However, all Ericsson travellers put their travel spending through American Express corporate cards, and Ms Ringdahl finds the data provided by the card is sufficiently comprehensive.

Ericsson has had to rise to new challenges in recent months. More than \$100m of the group's travel expenditure is by employees in Sweden, where the dominant carrier, SAS, greatly reduced the ticket commission it pays to travel agents in January.

Since Ericsson's agents pass on all commission payments to the company in return for a fee plus incentives, the commission cut, which was matched by most other Scandinavian carriers, effectively increased Ericsson's travel bill by \$2m in Sweden alone.

The commissions passed on by the agents were previously sufficient to pay for the company's travel department and ensure a small annual rebate to budget-holders. However, the latest cuts have transformed the department from a profit centre into a cost centre, forcing some hasty restructuring.

Each air ticket now has a transaction fee attached to it, which is displayed on an invoice along with the commission rebate.

Fees are greater for complex itineraries and also for last-minute bookings, particularly those involving collecting the ticket at the airport.

Displaying the commission rebate also demonstrates forcefully that flying with airlines offering low commission levels is more expensive than with those offering higher rates.

Ms Ringdahl hopes the message that booking in advance and avoiding low-commission airlines saves money will not be lost on budget-holders, again without resorting to compulsion.

"It will be self-explanatory," she says. "This is what we pay the airline, this is what we are charged by the agent and this is what we get back in commission. All invoices must be signed by managers."

However, dissuading Swedish travellers from using SAS, whose frequent-flyer scheme is



Brigitte Ringdahl: her PR efforts are paying off

particularly potent in a country with high rates of personal taxation, is not easy. Ms Ringdahl has, therefore, negotiated added inducements with other airlines.

Occasional upgrades to business class have been promised and two carriers have agreed to let Ericsson employees use their airport business class lounges even when flying economy.

"A lot of travellers have e-mailed my department to tell us how much they appreciate this," says Ms Ringdahl.

Amon Cohen



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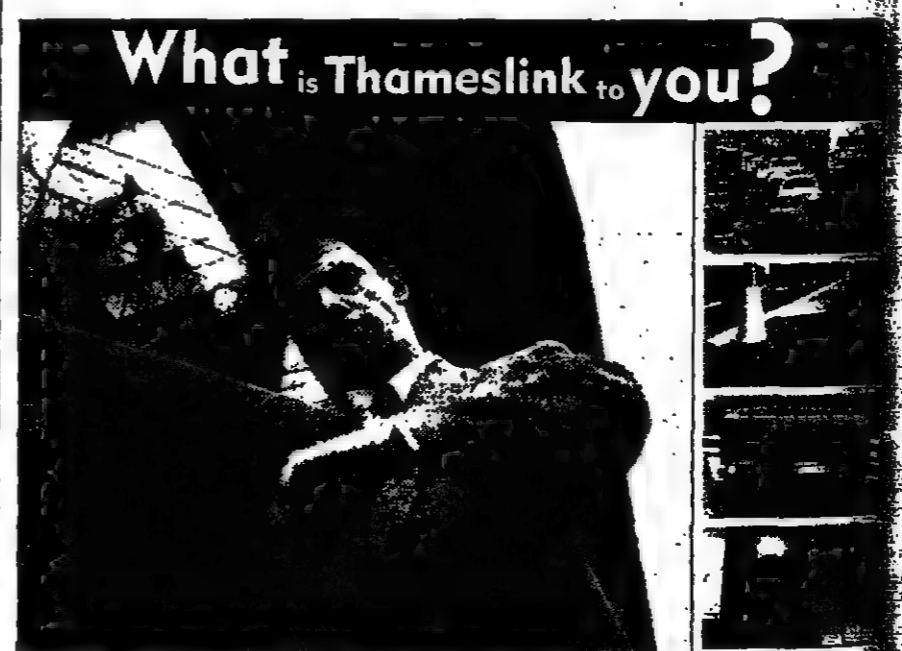
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There are many pitfalls on the road to success

In order to plan the perfect conference it is probably best to envisage the opposite — an event at which some or all of the essential ingredients are disastrously wrong:

- The meeting room is so badly soundproofed that the back-sloop rehearsing in the ballroom next door drowns the speakers;
- The temperature is never right — and every time you want to raise or cool it you have to track down a member of the hotel staff;
- The hotel made no mention of pillars, which prevent half the delegates seeing the other half and have the audio visual team complaining they cannot do their job properly;
- There are no remote microphones available at break-out sessions, for example, and the plugin variety which is on offer has a least two short to reach members of the discussion panel;

● Coffee breaks are so badly organised that delegates are forever late returning to the sessions - and what the managing director had in mind was an intense brainstorming session for key staff, but that white, sandy beach outside keeps hurrying them away.

Happily there are now teams of conference specialists around the world whose living depends on steering clients clear of such pitfalls. They know the destination and its facilities, they half-dress the job; matching the destination to the client's needs is equally important.

Considerations range from the practical to the psychological. Are delegates flying in from different countries? If so, are there enough non-stop international air links to get them all there close to registration time and with minimum delay? Apart from wasting delegates' time too many delegates of ground not

"No matter how grand or exciting a venue is, if it's hard to get to, the meeting will start off with people feeling irritable," says Sarah Webster, executive director of the UK's Incentive Travel and Meetings Association.

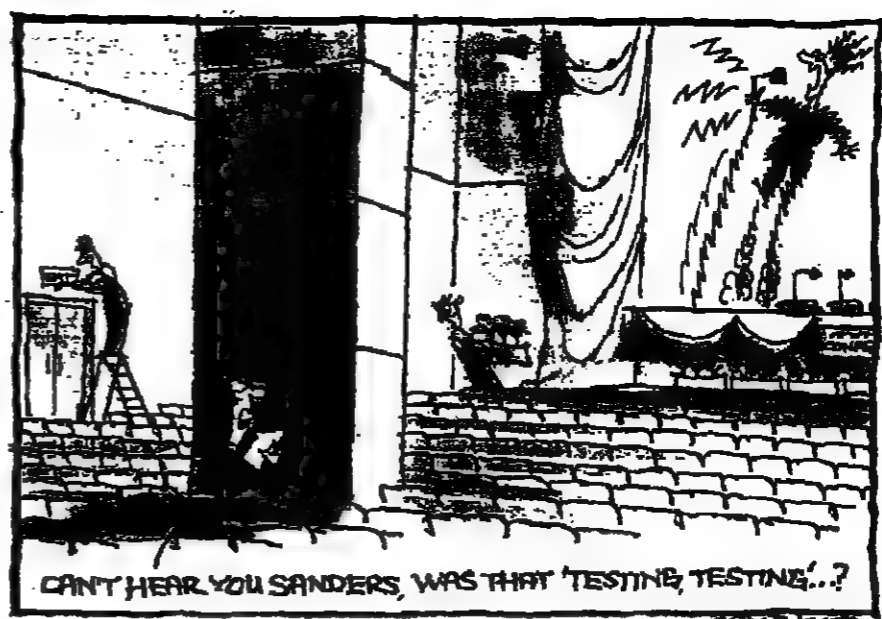
"To be successful, a conference needs to be treated as a military operation. The job of organisers is to head off any potential hitch. They need to know whether there will be web access to a conference centre, and what that they can set up for a meeting which starts at 9am. And in case anyone should suffer a mishap they need to know in advance how to get hold of consulates - and the whereabouts of the nearest accident and emergency unit."

Niall Mackin, head of the conference and incentive

Express - Europe, cites another reason why a wide choice of flights can be important: "A big issue is insurance. Company policies may restrict the number of employees allowed to travel on the same aircraft. If that is the case there may not be enough flights to get everybody to the conference directly."

Do you need to make a site visit? A recent report from management consultants Pannell Kerr Forster suggests organisers should not rely on bottlers to tell the whole truth and quotes as a "classic example" a floor plan "that does not include the pillar that sits right in the middle of the room, blocking some delegates' view."

The report also noted the "amazing" failure of hotels and other venues to provide comfortable chairs, and emphasised the importance of being able to control light-



inside the meeting room, without having to call hotel staff.

It could be better to take audio visual and computer equipment with you to meetings overseas. Andrew Winterburn, director of World Event Management, says taking it from the UK can be significantly more cost effective than hiring in Mediterranean countries, particularly if you need to replace software in Spanish, for example, with its English equivalent.

What sort of meeting is it and who is going to help?

will it attract? Executives bent only on work may be more reluctant to spend long hours in aircraft to attend a short conference, but if there is a leisure programme attached - and if partners are going - distance and jet-lag may be less of a deterrent.

A part conference, part incentive meeting of sales representatives might spark more enthusiasm in vibrant cities such as Amsterdam or Barcelona than in Madeira, for example. The "dine around", which allows delegates to sample local cuisine

in various restaurants, has become popular, but some groups prefer to stick together.

What image do the organizers want to promote? Carole Thornton, manager of Convex International Events, which finds venues for the worldwide pharmaceutical industry, says: "There is a lot of pressure on pharmaceutical companies inviting doctors to conferences not to portray too glamorous an image. We have planned a meeting for 850 international delegates

Paris. But the venue is not being advertised as such in the literature being sent out - just the conference centre there."

And how should you shape the programme to ensure maximum attendance - and keep participants awake in the afternoons? An intriguing idea used by the moderator of one conference on the Cote d'Azur was to wake snoozing delegates and present them with a free bottle of

"The industry has learned a lot in recent years," says Andrew Winterburn. "We use inter-active voting, for example, set up workshops and soapbox forums. We try not to keep people sitting in the same place for the whole time."

Lastly, there is timekeeping. Experienced organisers know the importance of cracking down on speakers - or building in some slack to allow them to over-run. Too much leeway could lead to the sort of embarrassment suffered by the Association of British Travel Agents at its recent convention in Spain. UK competition and consumers affairs minister Kim Howells should have given a key address, but previous speakers ran too long. So, with rueful smiles, organisers claimed they were unaware his timetable was so tight, the minister was forced to abandon his speech to start a lunch break.

Do-it-yourself may be ideal solution

Conferences and exhibitions is a broad term. At one extreme it embraces everything from international conventions with thousands of delegates and trade shows filling purpose-built exhibition halls; at the other it takes in sales meetings and small exhibitions staged by individual companies for their hand-picked customers. The bigger the event, the more complex the logistics.

and the greater the need to involve professionals. By the same token, some events are so small and routine that companies feel quite confident about making their own arrangements, whether or not they employ their own specialist staff.

Clearly, there is a cut-off point, below which the budgets do not justify calling in professional help, and would not be attractive to consultants anyway.

Establishing where that figure lies is difficult to fix precisely, although it may be lower than many clients suspect. For instance, if finding an attractive and appropriate location is an issue, there are many sourcing agencies able to provide a short-list of suitable sites at the drop of a hat. They earn their living from commission from the venues, so there is no charge to the client.

the managing director's PA for all meetings," says Martin Sirk, and made him the key director for conferences and events at the Stakis London Metropole, which is currently investing £50m in an expansion of its meetings and exhibition facilities. "The problems arise as soon as there are any complications, and the PAs find they haven't the time to do two jobs.

"It is also the case that inexperienced people will not know what questions to ask. Hotels specialising in conferences and meetings ought to be able to guide them through all the hoops, but others may not be able to."

Some companies, on the other hand, organise quite ambitious events for themselves. One such is The Con-

tinuity Company, which specialises in promoting cultural events, has been chosen internationally. Over the last few years it has staged a series of exhibitions and seminars in London, Hong Kong, Australia and Amsterdam. In late April it returns to London, with a three-day event at the Renaissance Hotel, Hesthrow.

There are two main reasons why a company may want to stage its own exhibition. The first is that it can choose who it invites to attend. In particular, if it has a confidential message to communicate, it can exclude competitors. Secondly, it can be sure of the undivided attention of visitors, who might be tempted to wander off to a rival stand at a conventional trade show.

Single company exhibi-

tions are frequently run in tandem with a seminar. "Most exhibitors and speakers are being invited along just to sign a purchase order," says Gill Price, commercial director at London's QE 2 Conference Centre. Vanessa Cotton, managing director of The Event Organisation Company, adds: "A private exhibition needs something else, something more visionary, to convey the idea that it is a learning opportunity and not just a hard sell."

Brendan Smith, market support manager for The Continuity Company, agrees. "The movers are taking place in a very small way, with just a couple of rooms in a Heathrow hotel to stage a showcase of loyalty scheme developments. By the time we staged a show in Australia

He made it a much more attractive proposition for senior delegates if they can attend a free seminar, with top-level speakers, that might otherwise have cost them \$1,000." Mr. Smith argues that a great deal of the work involved in organizing conferences and exhibitions is commonsense. His company took the DIY route initially because of limited budgets, but much can be learned from attending a few exhibitions and thinking about how they are run, he says.

"Unfortunately, the mistake was made, not too bad, and we learned from them," Mr. Smith adds. "These were things like not trying to cram too much into the space, so that people feel comfortable and have room to move. Probably the most


important lesson was to build a database, so that you can follow up the contacts after the event."

The experts do not necessarily disagree with this approach. Ms Cotton accepts that a lot of the work involved in organising events is straightforward. But there are two reasons, she says, for going to external experts.


There is a question of resource. Arranging a major event creates a surge of work, and if it involves dealing in multiple languages across numerous clients, the company may well not have the skills or the time to deal with them themselves.

Attention to detail is another factor, and often only the experienced specialist will spot where things may go wrong.

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PUTTING ON A SHOW by Elizabeth Robinson

Exhibitors must consider basic questions

Clear objectives are essential for companies showing their goods – and for the serious visitor

Exhibitions range from small one-company promotions to big events in vast hangar-like structures containing many hundreds of stands. But it all adds up to an industry which in the UK is worth \$949m a year, according to figures from the Exhibition Industry Research Group.

The growth of the sector has been rapid, with double-digit increases in the number of exhibitions held in the UK over the past few years. In 1997, some 841 exhibitions were staged, according to the research group, and 52 of these were in venues covering more than 10,000 square metres.

That growth has been accompanied by technologi-

cal and marketing advances, such as website catalogues and add-on incentives. No wonder that the ever-changing industry can appear bewildering to both exhibitors and visitors.

Some companies rely so much on promoting their brand or products at exhibitions that they have set up in-house departments to organise and co-ordinate events, but specialist external agencies do exist to take on the burden.

Hugh Scrimgeour, chairman of London's Earl's Court exhibition centre, says: "It is very important to plan your participation, whether as an exhibitor or a visitor, in advance. Exhibitions tend to be a very

intense environment."

Sara Fleming, of Event Organisation, the event marketing and managing company, would prefer clients wanting to set up a stand at an exhibition to contact her at the very start of the thinking process. "The less that they've done the better," she says. In that way she seeks to fine-tune from the start what the exhibitor hopes to gain from the event. For example, some companies seek an exhibition stand specifically to promote a new product, while others merely want a presence to establish, renew or cement relations.

Steve Hill, of Academy Expo, the corporate event agency, agrees. "First we ask

them why they're going to the show," he says. "Sometimes it's just because they've always done it."

Once an exhibitor and a planner work out a strategy it is best for the client to leave the planning to the specialist agency, although clients will always have the ultimate decisions, says Ms Fleming.

"Some clients can be tricky to please. The worst cases are when they try to inflict their limited expertise on the event. It's most frustrating if we're continually trying to justify ourselves."

She says companies can help themselves smooth the process by assigning senior people to the task. Too often the job of liaising with an

exhibition organiser is relegated to a junior member of staff. "It's a big responsibility for them," says Ms Fleming. "We prefer to work with senior people, perhaps at boardroom level. They are used to making decisions and understand how to manage suppliers."

Mr Hill also stresses the need to be clear-minded. "We try to become more specific about what is needed at an early stage otherwise we may be committing a designer for a couple of weeks on a project that has to be dropped."

Once a stand is mapped out it is the extras that attract attention, according to Mr Scrimgeour. "Add-ons help to get to the highly

qualified visitor ahead of the crowd. Anything that you can do that gets you ahead of the average stand will have a bigger impact," he says. This may be as simple as effective lighting or, increasingly, use of audio-visual displays.

Add-ons need not be limited to just the stand. Ms Fleming recommends considering hosting functions related to the exhibition where people can network in a more relaxed atmosphere, or setting up a VIP lounge where visitors can retreat from the frenzy.

There is also much that visitors to exhibitions can do to get the most out of the event. With some shows, such as World Travel Market in Earls Court, hosting more than 1,000 exhibitors, home-

work is essential. As some exhibitors may be "umbrella" stands for several smaller exhibitors, visitors need to study the exhibition plan carefully to maximise time as well as their own stamina.

Before the exhibition is even set up there is likely to be a wealth of information about the format and exhibitors. "The internet has been embraced by the industry," says Mr Scrimgeour. "It can be useful in terms of taking out some of the hassle for the visitor, such as pre-bookings and pre-registration. Most shows will have a website that will inform people, not only about the show and the exhibitors but how to get there."

"Visitors will be pounced on by so many people," says

Ms Fleming. "I recommend they ringence 10 or so prospects." She also points to the website as increasingly invaluable for today's exhibition visitor. An exhibition website is typically updated daily and will carry news flashes and product launches, as well as exhibitors' catalogues. Sometimes these "virtual exhibitions" are easily accessible within the exhibition venue itself, in the form of cyber-cafes.

Despite the growth of exhibitions, both in size and number, there appears to be a parallel desire to make them more user-friendly for the visitor. Ms Fleming recommends clients sponsor a coffee stall in the hall. At least that way a constant stream of thankful visitors is guaranteed.

ALTERNATIVE VENUES by Elizabeth Robinson

Away from the bright lights...

Big cities, with their varied facilities, attract many main events, but the regions may be worth considering to save on costs

Conference delegates have traditionally swarmed to bright lights and big cities, but increasingly regional centres and even remote locations are attracting business.

It is not just the lure of the countryside. The very factors which make a capital city attractive for some conferences – urban location, large hotels and good communications – can be a turn-off for other organisers who seek out novel venues, intimate lodgings, and few distractions.

Tony Rogers, executive director of the British Association of Conference Destinations, says: "London's position is still very strong, but there is fierce competition from other regions and other city destinations."

"Residential conferences are less likely to be London because of cost. Often the quality of facilities in the regions is better and cheaper."

According to a survey of overseas conference visitors to the UK, published by the Office of National Statistics in 1997, London attracted 66 per cent of overseas delegates and 79 per cent of their spending.

Niall Mackin, American Express director of sales and head of conferences, says: "If you're not in the A-league you have to try harder to get the business – that's done on price and service."

If the bottom line for an organiser is cost, regional venues are very attractive. This is especially true for associations, where members attending conferences are paying for themselves.

"While one-day conferences may be held in the capital city, where associa-

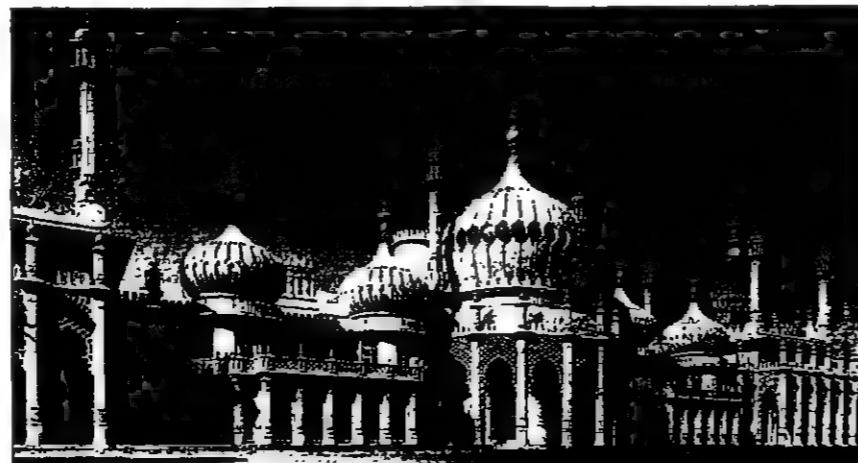
tions often have their headquarters, residential conferences move to the regions. This keeps members around the country happier by bringing the conference closer to some while providing relatively cheap accommodation for those who do have to travel.

Even corporate conferences can be lured out of the city. Bill Richards of the Exhibition Industry Research Group, says: "The corporate market looks more for efficiency rather than location. It will go anywhere in the country. Because you are a hotel on a moor doesn't mean you won't get them if you are efficient."

Last year London was knocked from the top spot for corporate conferences in the UK by central England, according to the British Association of Conference Destinations.

Big cities do not necessarily offer big venues. London's only large purpose-built conference centre, the Queen Elizabeth II, has a maximum capacity of 1,500, compared with Edinburgh's International Conference Centre and Birmingham's National Exhibition Centre which can hold up to 4,000 delegates and offer break-out facilities such as meeting rooms and exhibition space.

Cities are busy places, too. Mr Mackin pinpoints another factor in the regions' favour – availability. "Very often certain months in certain capitals are guaranteed to be full. The availability of those conference venues has become increasingly difficult in the run-up to the new millennium. Regions have taken advantage of that."



Regional interest: The Royal Pavilion at Brighton, built by the Prince Regent, later to become King George IV, is an attraction for many conference delegates visiting the Sussex town. Headline Photo

Quieter locations may also be more conducive for intensive meetings. Frank Mullen, director of the Scottish Convention Bureau, promotes venues all over Scotland, from international centres to small country house hotels and even a 40-person conference suite within the Glenlivet distillery. "If someone wants to have a brain-stormer or a retreat or an incentive, in addition to having the facility requirements, Scotland is a very special place," he says.

Mr Mackin says conference organisers often have to "think outside the box". He recently organised an event in Vancouver for an international client. "The client wanted to host a multi-national event for people coming from all over the world and had suggested New York and Toronto. I felt that the most cost-effective and logistically perfect venue for this event was Vancouver."

"When we bought all the hotel accommodation we were buying five-star properties at three-star prices. It offered incredible value and we ended up with a superb

event that suited the client's criteria and more."

Increasingly conferences are combined with an incentive element. Venues in Scotland, for example, can offer fishing and falconry as well as golf. Elsewhere in Europe, Mr Mackin says Spain's sherry region has successfully promoted itself for the conference market. "Jerez de la Frontera has all those fabulous reasons for being in Spain as well as the conference facilities," he says.

The building and siting of large national conference venues is often very political. Developing nations may seek to attract international meetings, and build world-class facilities to host them. Malaysia has this year hosted trade ministers of the Asia-Pacific Economic Co-operation Forum in Kuala Lumpur.

Mr Richards says that despite attracting high-profile international events, such buildings do not make a return on capital and are basically a political investment. "Most governments will start off with capital

cities as where they want to attract everything and then move to the regions for catalytic growth," he says.

If a region has a particular industry or expertise it is more likely to attract international conferences. Edinburgh's medical and scientific background means it regularly plays host to specialists from around the world, while Scotland's expertise in financial services gives it a strong corporate base to attract international companies that also operate in that sector.

Ultimately the regional venues will attract organisers looking for something different, but this may make them susceptible to the cycles of fashion. Mr Mackin has seen several areas rise in popularity, only to fade to the next up-and-coming region.

"Barcelona became a hot ticket for a few years," he says. "The likes of Dublin has also been successful, but there's a cycle where conferences go." He says conference organisers in the know are currently looking at central Europe, with Prague in particular opening up.

EVENTS

Date	Event	Venue	Contact
Mar 1-3	Scottish hospitality industry congress	Edinburgh	+44 (0)171 237 9777
Mar 1-3	Int'l cash & treasury management	San Francisco	+44 (0)171 237 9777
Mar 1-3	Int'l cash & treasury management	Liverpool	+44 (0)171 237 9777
Mar 2	RAS airworthiness review of JAR 145 report	London	+44 (0)171 499 3515
Mar 2-3	Turkish energy conference	Ankara	+44 (0)171 830 1000
Mar 2-4	Refrigeration and air conditioning exhibition	Birmingham	+44 (0)181 873 3375
Mar 2-5	Meetings and events exhibition	London	+44 (0)171 742 2828
Mar 2-5	Professional electronics fair	Helsinki	+358 9 15091
Mar 3	Freedom of information conference	London	+44 (0)171 209 1015
Mar 3	Data protection conference	London	+44 (0)171 209 1015
Mar 3-4	FT new media conference	London	+44 (0)171 873 3375
Mar 3-4	Software for solutions exhibition	London	+44 (0)181 742 3399
Mar 3-5	Computer science forum	London	+41 41 518 37 00
Mar 3-5	Nutritional technology exhibition	Brussels	+44 (0)171 419 0119
Mar 3-5	Internet World Asia	Singapore	+65 3382002
Mar 4-6	Telecoms conference	London	+44 (0)171 830 1000
Mar 4-6	International annual private banking conference	London	+44 (0)171 453 5497
Mar 6-10	International tourism exchange	Berlin	+49 30 30380
Mar 6	Women and techology conference	London	+44 (0)116 255 1451
Mar 9-10	Home delivery conference	London	+44 (0)1494 678000
Mar 9-10	International derivatives exhibition	Frankfurt	+49 89 5107 441
Mar 9-10	Reputation management conference	London	+44 (0)181 944 9030
Mar 9-11	Credit 99 conference, exhibition	London	+44 (0)171 237 9777
Mar 9-11	Safety and health at work exhibition	London	+44 (0)181 207 5599
Mar 9-11	Commercial & consumer credit management	London	+44 (0)181 201 9888
Mar 9-11	Asset management and maintenance show	Birmingham	+44 (0)1252 763111
Mar 10	Automotive conference	Manchester	+44 (0)1734 880090
Mar 10-11	Software automation trade fair	Kortrijk (Belgium)	+32 56 24 11 11
Mar 11	Pensions Management Institute conference	London	+44 (0)171 247 148
Mar 11-12	Reviewing strategy for the euro, conference	Rome	+44 (0)171 830 1000
Mar 11-21	International motor show	Beneva	+41 22 761 11 11
Mar 12-14	Franchise exhibition	Buenos Aires	+54 3 354 08 80
Mar 12-14	Construction trade fair	London	+358 3 752 5800
Mar 15-16	Maritime insurance conference	London	+44 (0)171 453 5497
Mar 15-16	Medical technology fair	Moscow	+43 1 40 26 95 418
Mar 15-17	Capital adequacy in central & eastern Europe	Prague	+44 (0)171 237 9777
Mar 16-17	Legal offices and services exhibition	Birmingham	+44 (0)181 873 3375
Mar 16-18	Int'l healthcare exhibition	Welfarnde	+41 30 285 55 11
Mar 16-18	International mining and exploration exhibition	Moscow	+44 (0)171 289 9720
Mar 16-18	European business information conference	Dublin	+44 (0)171 251 5522
Mar 17-19	Energy, safety and handling exhibition	Guernsey	+44 (0)1296 434381
Mar 17-19	Asian call centres exhibition	Singapore	+65 2228550
Mar 17-20	Medical congress and exhibition	Paris	+33 45 53 37 36
Mar 18-19	Personnel conference and exhibition	London	+44 (0)171 237 9777
Mar 18-19	FT pensions conference	Brussels	+44 (0)171 830 1000
Mar 18-19	Outsourcing conference	Paris	+33 1 49 68 51 00
Mar 18-21	Tourism exhibition	Munich	+49 89 949 55 0
Mar 18-24	Light industries, handicrafts fair	Paris	+33 1 47 56 50 10
Mar 18-24	Healthcare and commercial networks exhibition	London	+44 (0)171 873 3375
Mar 22-23	FT world pharmaceuticals conference	London	+44 (0)171 221 3960
Mar 22-26	Handling equipment and logistics exhibition	Paris	+45 61 99 25 82
Mar 22-26	Medical equipment fair	Poznan	+44 (0)181 873 3385
Mar 22-26	Strategic purchasing in euros	Amsterdam	+358 339520
Mar 22-26	AssessPlus	Singapore	+65 339520
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Mar 22-26	Midlands manufacturing exhibition	Birmingham	+44 (0)1784 880890
Mar 22-26	International accounting standards conference	Brussels	+44 (0)181 332 0044
Mar 22-26	British trade travel fair	Birmingham	+44 (0)181 910 7910
Mar 24-25	Measurement technology exhibition	Chernitz (Germany)	+49 5035 7057
Mar 24-26	Personnel investment conference	Saarbruen	+44 (0)171 237 9777
Mar 24-26	Risk management exhibition	Brussels	+39 3 354 08 80
Mar 24-27	International travel and tourism exhibition	Moscow	+44 (0)171 286 9720
Mar 25	ISBA policy conference	London	+44 (0) 71 499 7502
Mar 25	Money marketing conference and exhibition	Leeds	+44 (0)1425 276787
Mar 25-26	Fund management opportunities in Italy	Milan	+44 (0)171 453 5497
Mar 25-26	Int'l conference & exhibition	Dublin	+353 1 602 4000
Mar 26-30	Electrical retailing show	Birmingham	+44 (0)1737 768811
Mar 29-1	International tourism festival	St Petersburg	+7 812 1122681
APRIL			
Apr 13-15	Human resource development week exhibition	London	+44 (0)181 946 9100
Apr 13-16	Publishing and new media fair	Poznan	+48 61 69 25 82
Apr 13-16	PATA travel mart	Singapore	+65 3382002
Apr 14-18	InterAirport Asia	Singapore	+65 2786933
Apr 14-18	Computer applications in archaeology	Dublin	+353 1 602 4000
Apr 16-20	EBRD annual meeting	London	+44 (0)171 924 0974
Apr 19-24	International industrial fair	Hannover	+44 (0)181 888 9541
Apr 22-23	FT pharmaceuticals conference	London	+44 (0)171 873 3375
Apr 22-23	International franchise fair	Frankfurt	+49 211 901 910
Apr 24-25	Irish League of Credit Unions	Dublin	+353 1 490 1790
Apr 25-26	SWIFT automotive trade show	Birmingham	+44 (0)171 235 7000
Apr 27-28	Computer systems validation in pharmaceuticals	London	+44 (0)181 873 3385
Apr 27-29	International oceanology exhibition	Singapore	+65 339520
Apr 29-30	Tyre traders' summit	Berlin	+44 (0)1584 703993
MAY			
May 1-6	Networks telecom exhibition	Copenhagen	+45 32 47 33 22
May 10-12	Health and safety exhibition and congress	Birmingham	+44 (0)181 742 2828
May 10-12	50 years Council of Europe conference	Innsbruck	+43 512 5936 0
May 11-12	Computers and ships conference	London	+44 (0)171 481 8493
May 12	Banking conference	London	+44 (0)171 237 9777
May 12-13	Business exhibition	Cardiff	+44 (0)1222 851251
May 13-18	International IT exhibition	Paris	+33 1 29 99 81 400
May 14	FT motor conference	London	+44 (0)171 873 3375
May 17-19	Newspaper technology exhibition and conference	Brighton	+44 (0)171 453 5300
May 18-20	National accountancy exhibition	Birmingham	+44 (0)171 870 1370
May 18-20	Internet exhibition	Berlin	+49 30 30380
May 19-21	BSA financial services conference and exhibition	Harrowgate	+44 (0)171 437 0655
May 19-21	World fuels conference	Brussels	+44 (0)1832 355927
May 20	Money marketing conference and exhibition	Belfast	+44 (0)1425 276787
May 20-23	Human resources conference	Southampton	+44 (0)181 332 2422
May 22-30	International motor show	Barcelona	+44 (0)1494 637770
May 23-27	Sustainable energy trade fair	Amsterdam	+44 (0)171 582 7278
May 25-27	International gas and petro exhibition	Nice	+33 1 46 05 18 34

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ROADSHOWS by Ken Goffon

Taking the goods to the people

Putting consumer products on show in, say, supermarket car parks can be an effective way of attracting attention

In the build-up to last autumn's launch of digital TV in the UK, rival broadcasters Sky and ONdigital faced a dilemma. Advertising could be counted upon to drive consumers into the stores, but before that happened there were just a few short months available in which to enthrall the retailers and ensure they understood the new technology.

Digital TV represents a revolution for retailers as well as viewers. In a sense it is a switch from selling hardware to software: instead of lauding the merits of one black or brown box versus another, sales staff are selling one package of pro-

grammes delivered by satellite against another transmitted terrestrially. In the event, both Sky and ONdigital chose to start their intensive retail education programmes with a series of travelling roadshows. The formats differed, with Sky travelling the country with a specially-modified articulated truck, while its rival looked into a number of hotel venues.

Both tours, however, were designed to explain the technology face-to-face.

Roadshows are a well-established marketing activity, even if there are no accurate estimates of how much is spent in the area. They usu-

ally involve a mobile exhibition stand, or a seminar programme, or both.

There are two core concepts. The first is that if the customer will not come to you, you must go to the customer. The second is that face-to-face communication is extremely powerful. The current interest in one-to-one marketing and "experiencing the brand" help explain why roadshows appear to be enjoying a boom.

Where there is a mobile stand to be staffed, roadshows are frequently outsourced to specialist field marketing agencies. The Sky and ONdigital tours, for instance, were organised by their agencies, EMS and FMCG. Similarly, when the sportswear manufacturer Nike created Nike Park as a

temporary football centre in Paris to coincide with last year's World Cup, it dispatched a roadshow to French provincial cities where they would not feel ignored.

Called the Tour de Foot, and employing 12 Land-Rovers, 10 trailers, and 16 Mini cars painted in the colours of various international football sides, it was organised by agency CPM Mobile Marketing. The roadshow, in two teams, visited 70 locations over six weeks, taking a mix of interactive games, skill training and five-a-side football to a young audience.

More prosaic, but no less effective, the same company has toured UK supermarket car parks for the past two years with a Walls sausage trailer. Freshly-fried sausages are handed out to consumers, together with mon-

ey-off incentives.

The increase in sales, which can be as high as 860 per cent in some cases, persists for some weeks after the visit. But this figure illustrates both the strengths and weaknesses of roadshows: the impact may be considerable, but only on the audience that encounters it.

Thus, supermarket car parks may be ideal for Walls, but not for every company. Whisky producer John Dewar claims to be pleased with the first-year results of a roadshow, complete with a mini distillery, it has taken to Portugal and Spain to promote its William Lawson brand. In the coming season, however, it will focus less on supermarkets, and more on the bigger audiences to be found at festivals and other outdoor events.

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3. What are the challenges facing Malaysia?

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5. What is the author's opinion on the future of Malaysia?

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A Nation That Thrives On Change

From exotic trading port to colonial outpost, from a fledgling nation to an Asian tiger economy dealing with all the problems an unwelcome recession brings, Malaysia appears to thrive on change and challenge.

Last September when Her Majesty Queen Elizabeth II closed the 16th Commonwealth Games in Malaysia in traditional fashion, it was hard to believe that the host country was going through one of the most turbulent times in its recent history. Universally praised as one of the most spectacular and impressive Commonwealth Games ever, with facilities, organisation and atmosphere worthy of an Olympics, the impact of the Asian financial crisis and the regional recession that has followed in its wake was left outside the superb, 100,000-capacity, newly-built main stadium in capital Kuala Lumpur. And the Malaysians welcomed the world in traditional style with a large smile.

Malaysia has long been famous

for its hospitality. The three main racial groups that make up Malaysia's harmonious multicultural society, Malay, Chinese and Indian, are individually famous for knowing how to treat a guest. Put all three together and you have an irresistible combination that's summed up by the country's common greeting, *Selamat Datang*, which means 'welcome' in Malay.



A spectacular start to the 16th Commonwealth Games in Kuala Lumpur

Multiculturalism and multi-racialism are key to Malaysia's charm, its success and its ability to adapt to change and rise to a challenge. On paper, this is a young nation. A former British colony, it became a federated constitutional monarchy with a bicameral legislature after independence in 1957. Since then Malaysians have pulled together and worked hard to create a modern country that well deserves its status as an Asian Tiger.

In reality, however, this ethnically-diverse group of southeast Asians have been living harmoniously together, and trading regionally and internationally, for centuries. Its prime geographical position, just north of the equator at a natural crossroads en route from China and the Spice Islands to Europe, made it the perfect conduit for east-west trade as far back as the 15th century. The dynamic ports of the Straits of Malacca and the north-west shore of Borneo (part of which now forms East Malaysia) were bustling commercial centres where the exotic riches of the east were traded. Entrepreneurs and for-

ture-seekers from far and wide flocked here to realise their ambitions. The fabulous architecture and elaborately-carved, stucco-fronted mansions which can be seen newly restored in the historical port cities of Penang, Kuching and Melaka are testament to the success of these early Malaysian entrepreneurs: the eclectic style a visual example of the diversity of Malaysia's ethnic and cultural mix.

But it wasn't only Malaysia's ports that attracted attention. The country boasts massive resources. Blessed with a natural beauty as diverse as her people, Malaysia's terrain includes untamed and uncharted virgin tropical rainforest, gentle beaches so safe that turtles lay their eggs on their sandy slopes, as well as the highlands

flourishing export category which earned US\$2.3 billion in 1994.

The emergence of Malaysia as a manufacturing nation over the past 20 years has been dramatic. Here, Malaysia's deeply-rooted entrepreneurial spirit - which had led to the establishment of thousands of small flourishing businesses - provided a natural base for industrialisation. Coupled with a sound and stable government possessing a pro-business ethos, a traditional commitment to education and training, a strong corporate culture, and a legal and banking system inherited from the former British administration, Malaysia quickly found itself on the fast-track to economic success.

From 1988 to 1996, the economy grew at an average rate of 8 per cent per annum, making it one of the fastest growing in the Asia-Pacific region. (Average economic growth for the region in 1994 was 3.2 per cent.) In 1996 it ranked as the world's 17th largest trading nation with exports at US\$76.7 billion. Manufactured products accounted for almost 80 per cent of Malaysia's exports and the country was fast and expertly producing goods in industries that hadn't existed a decade earlier.

In 1970, gross domestic product per head stood at US\$350. By 1995, per capita GNP had grown to US\$3,890 and Malaysia's population of around 20 million were beginning to enjoy the fruits of their labour. Home ownership was on the rise with residential estates appearing all over the peninsula. Shopping malls stocked with the latest consumer goods and international brands helped Malaysians fill their new homes - the country has one of the highest levels of home computer penetration in Asia.

Malaysia was fast leaving its 'Third World' tag behind and it came as no surprise when the government announced its plan to achieve fully-developed nation status in the year 2020. Vision 2020, as the plan was dubbed, represents much more than an economic goal for Malaysia.

The massive infrastructure projects of the 1990s are playing a major role in this transformation of Malaysia. The US\$2.3 billion North-South Highway which opened in 1994 meant that for the first time you could drive the length of the



A Malaysian welcome: Selamat Datang

Malaysian peninsula - from Singapore to Thailand - on a world class freeway. It was the crucial first step to enable southeast Asians to zip around their continent by road, a fact long taken for granted in Europe and the US. The new Light Rail Transit system in KL now allows you to zip around that busy city and last year the Kuala Lumpur International Airport opened giving Malaysia a much needed world class hub facility. It is capable of handling 25 million passengers a year and a million tonnes of cargo.

The Kuala Lumpur City Center project is one of the world's largest real estate developments and includes the famous Petronas Twin Towers which, at over 450 metres

Penang, one of the most famous parts of the island



At the heart of the Malaysian capital, the 450-metre high Petronas Towers are the world's tallest skyscrapers

high, are the world's tallest skyscrapers. Housing a sophisticated mix of office space, shops, entertainment complexes and landscaped gardens as well as being home to the Malaysian Philharmonic Orchestra in a state-of-the-art concert hall, KLCC is a monumental gateway to the new commercial heart of Malaysia's capital. It's also a clear symbol of Malaysia's vision and its confidence in the future.

These far-reaching and ambitious projects are providing the infrastructure Malaysia needs to achieve Vision 2020: to help it better manage and support higher value manufacturing, to diversify and compete with its neighbours and not get left behind in the age of information. Leading the way into the next millennium is the government's Multimedia Super Corridor which is regarded as the country's next engine for economic growth. Over 130 companies have already invested in Cyberjaya, a haven for multimedia companies on the outskirts of KL.

With initiatives such as these, Malaysia's Prime Minister Dr Mahathir Mohamad firmly believes that the country is still on track to achieve Vision 2020, despite the impact of the Asian financial crisis which sent shock waves around the region and the world. Beginning in Thailand in 1997, a crisis of confidence saw short-term investors take flight right across the region, destabilising currencies and bringing even sound economies almost to their knees. If what caused the financial crisis aroused debate amongst the world's economists, bankers and politicians, how to get Asia back on its feet has provoked even more discussion and diverse opinions.

Malaysia did what it has done for most of its history: it went its own way. Last September, Malaysia took the brave and drastic step of implementing its own formula for recovery. In brief, interest rates were reduced to boost expenditure (down to around 8 per cent from as high as 21 per cent), debt restructuring began through the setting up of a Corporate Debt Restructuring Committee and the government set about recapitalising banks.

The Malaysian ringgit was pegged to the US\$ at RM3.80 to US\$1, and it was made untradeable overseas with all ringgit held outside Malaysia being repatriated by October 1. The government also declared that foreign portfolio investment must remain in the country for at least one year. The aim was to insulate and protect the economy from currency and stock-market speculators whilst giving the government and the private sector chance to restructure and recover.

Some critics of Malaysia's bold move are now praising it, others are holding their fire and adopting a

wait-and-see attitude. Clearly, like much of Asia, Malaysia's boom is over for the short term. The country is in recession - last year the economy contracted 6.3 per cent - but there are many indicators that the economy has bottomed out and things are starting to improve. Current estimates for GDP growth in 1999 range from 1.2 to 2 per



Malaysians proudly celebrate their multicultural traditions

cent, and unemployment is falling from a high last September. Exports increased 2 per cent in US dollar terms in October from a decline of 18 per cent in August.

"We are at a very fragile stage of recovery and this has to be handled carefully," says Dr Sulaiman Mahbob, Secretariat head of the National Economic Action Council, formed to steer the country through the crisis. Here Malaysian unity will play a big role. The country has not been

rocked by the violent demonstrations and unpredictable social upheaval that still dominate life in Indonesia. In comparison, Malaysia has weathered the storm relatively unscathed. The response of athletes, spectators and the world's sporting media in their assessment of the Commonwealth Games last September is a truer indication of the state of the nation. No-one stayed away and all who were there had nothing but praise for "The Friendly Games" and the proud Malaysians who provided a world class welcome.

This year international sports fans can look forward to World Cup Golf from November 18-21 and in October Malaysia will host its first Formula One championship on a track that has been touted as the best in the world. By then, we may well see another face of Malaysia, leaner and meaner and back on its own fast track to developed-nation status.

This advertisement was created by the Malaysia Tourism Promotion Board.

* Economic and financial data supplied by the National Economic Action Council, Malaysia.

CALENDAR OF EVENTS 1999

3-14 February	Le Tour de Langkawi
4-11 July	Flora Fest
11-26 September	Malaysia Fest
April-August	World Amateur Inter-team Golf Championship
19 September	15th World Mountain Running Trophy
18-21 November	1999 World Cup Golf
2-31 October	Shopping Carnival
17 October	Malaysia World Grand Prix Formula One
30 November-5 December	Langkawi International Maritime And Aerospace Exhibition (LIMA)

MALAYSIA TODAY PART 2

Find out how Malaysia is restructuring its economy. National Economic Action Council initiatives. A review of Malaysia's recession-busting tactics.

Getting around

Financial Times correspondents guide travellers around four more countries, offering the first-time visitor and experienced globetrotter alike tips to make their journey a little smoother

AUSTRALIA by Lisa Murray and Gwen Robinson

Sydney, with a population of nearly 4m, is Australia's largest city and capital of New South Wales, the most populous state. The Olympic Games to be held in the city in September 2000 have driven rapid growth in new hotels, restaurants and infrastructure. Canberra, home to the national parliament, bureaucracy, and national institutions, is Australia's political nerve-centre, while Perth, the fastest growing of Australia's state capitals, is home to over three-quarters of Western Australia's entire population as well as most of the country's large resource companies.

Visas

Required by all visitors except New Zealanders. Visas are issued by Australian embassies and consulates around the world.

Airlines

Sydney is Australia's main gateway and is serviced by more than 45 international airlines, many offering non-stop and one-stop services from around the world. The leading Australian carrier is Qantas, which operates more than 170 inbound flights weekly. Perth is also well served by international carriers, but visitors to Canberra need to fly into Melbourne or Sydney, then take a domestic connection. Domestic airlines run frequent interstate flights and service a large number of regional and rural destinations. Private charter flights can be easily arranged.

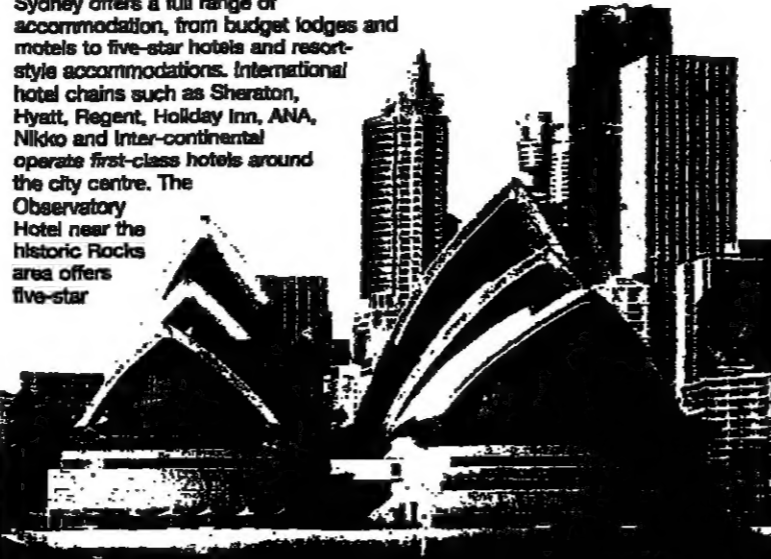
Local transport

Sydney's extensive public transport system includes ferries and a city and suburban rail and bus system as well as inner-city monorail and light rail. There is also a comprehensive network of private services such as chauffeured limousines, rental cars, taxis and for the more adventurous, water taxis. Limousine services cost upward of \$45 per hour around the city and from \$450 a day for chauffeur-driven trips outside the city. Canberra has an efficient bus system, plentiful taxis, and inexpensive car rental. Perth also has cheap and

reliable public transport - including buses, trains, taxi and ferry services.

Hotels

Sydney offers a full range of accommodation, from budget lodges and motels to five-star hotels and resort-style accommodations. International hotel chains such as Sheraton, Hyatt, Regent, Holiday Inn, ANA, Nikko and Inter-continental operate first-class hotels around the city centre. The Observatory Hotel near the historic Rocks area offers five-star



The Opera House, one of Sydney's most famous landmarks

accommodation with an "old world" touch. Rates at the top hotels range from about A\$260 a night upward for a standard room.

There is also a growing number of high-quality serviced apartments, and comfortable boutique hotels catering for business travellers. Canberra has a wide range of accommodations. Of note are the Hyatt Hotel, a 1920s art deco-style five-star establishment located in the Parliamentary triangle, and the smaller Hotel Kurrajong, set in a heritage building in a quiet leafy suburb in the Parliamentary circle. Perth's city centre hotels include the Holiday Inn Park Suites, Hyatt Regency, Parkroyal, Rydges and the Sheraton, all close to the central business district, as is the city's newest hotel, the Duxton.

Eating out

Sydney's multicultural make-up provides the basis for a wide variety of restaurants offering a diverse range of cuisines, including the emerging "modern Australian" style which blends various influences. The Good Food Guide, a paperback guide to Sydney restaurants available in most bookstores, is a good critical guide for those wanting to explore food options, from casual bistros to top-class establishments. Around the inner-city, Chinatown offers a vast choice of Asian cuisines. Nearby is the Spanish section in Liverpool Street, while just a few blocks away is the latest restaurant mecca, Cockle Bay Wharf and Darling Harbour, a stylish, waterfront complex of restaurants and bars. Canberra's top restaurants generally observe high standards. They are dotted throughout the city, although there are concentrations around the city centre, Civic, and the Manuka area which is full of shops and cafes. For the business traveller, Boathouse by the Lake, in Barton, Atlantic and Ottoman Cuisine, in Manuka, and the Oak Room in the Hyatt Hotel have all been praised for quality and ambience. There are many restaurants in and around Perth city centre, but the Northbridge area, a short taxi ride away, has become a centre for ethnic restaurants, creative bistros and late-night cafes to suit all tastes and budgets.

CANADA by Scott Morrison

Canada is best known for its rugged beauty and vast expanses, but several cities have earned reputations for their cosmopolitan flair. Toronto, the country's largest city and financial centre, boasts world-class accommodation, restaurants and cultural attractions at reasonable prices for those travelling from the US, Japan or the UK. Vancouver is Canada's gateway to Asia and serves as a base from which to enjoy the country's natural beauty. It also offers visitors the enjoyment of first class accommodation and dining, though in a more relaxed setting.

Visas

Visitors from the European Union, the US, Japan and many Commonwealth countries do not require visas.

Airlines

Canada's main cities are well served by numerous international airlines, including British Airways, South African Airways and leading US carriers. Canadian Airlines offers extensive service to US and Asian destinations, while Air Canada has a strong presence on routes to the US and Europe. Cross-border traffic between Canada and US cities has increased dramatically since the two countries signed an open skies agreement several years ago. The two main Canadian carriers also offer a large schedule of domestic flights to secondary destinations.

Local transport

Taxis are widely available in all cities, although residents of the bigger ones generally rely on safe, clean and efficient rapid transit systems. Visitors on an extended stay who want to get around with ease might consider renting a car, given that drivers are generally quite conscientious and roads and highways are well marked. Inter-city buses and trains are best avoided due to the long distances between major urban areas.

Hotels

Toronto offers a wide variety of luxury accommodations, including the venerable Royal York Hotel in the heart of the city. Other preferred destinations include the ornate King Edward Hotel and the modern Four Seasons, a favourite among visiting celebrities due to its location in the trendy Yorkville shopping district. Vancouver's top spots are the regal Hotel Vancouver and the dignified Hotel Georgia, both near the financial district, as well as the Pan Pacific, with a view of Coal Harbour and the Coast Mountains. Both cities offer a number of more moderately-priced hotels.

Eating out

Restaurants in the main cities offer a wide variety of international cuisines. Canoe and Far Niente are favourites among Toronto's financial community, while diners are increasingly drawn to restaurants in the recently-developed entertainment district, just west of the downtown core. Dinner atop Toronto's CN Tower, with its impressive 360 degree view, is a pricey but memorable experience. Visitors to Vancouver should make time for C, regarded as the city's best seafood restaurant, and the Rain City Grill, a veritable landmark featuring west coast cuisine and a view of English Bay.

Toronto's CN Tower, with restaurant at the top

SOUTH AFRICA by Victor Mallet

South Africa is by far the biggest economy in sub-Saharan Africa, and boasts a sophisticated transport, telecommunications and banking infrastructure. Business habits are broadly similar to those in Europe or the US, although South African companies - after years of quasi-isolation during the apartheid era - are still catching up with international standards in everything from accounting and corporate governance to levels of service and quality control. Alongside what is essentially a first-world economy, however, are third-world problems of poverty and crime. Visitors should be aware of the dangers, but not unduly nervous.

Visas

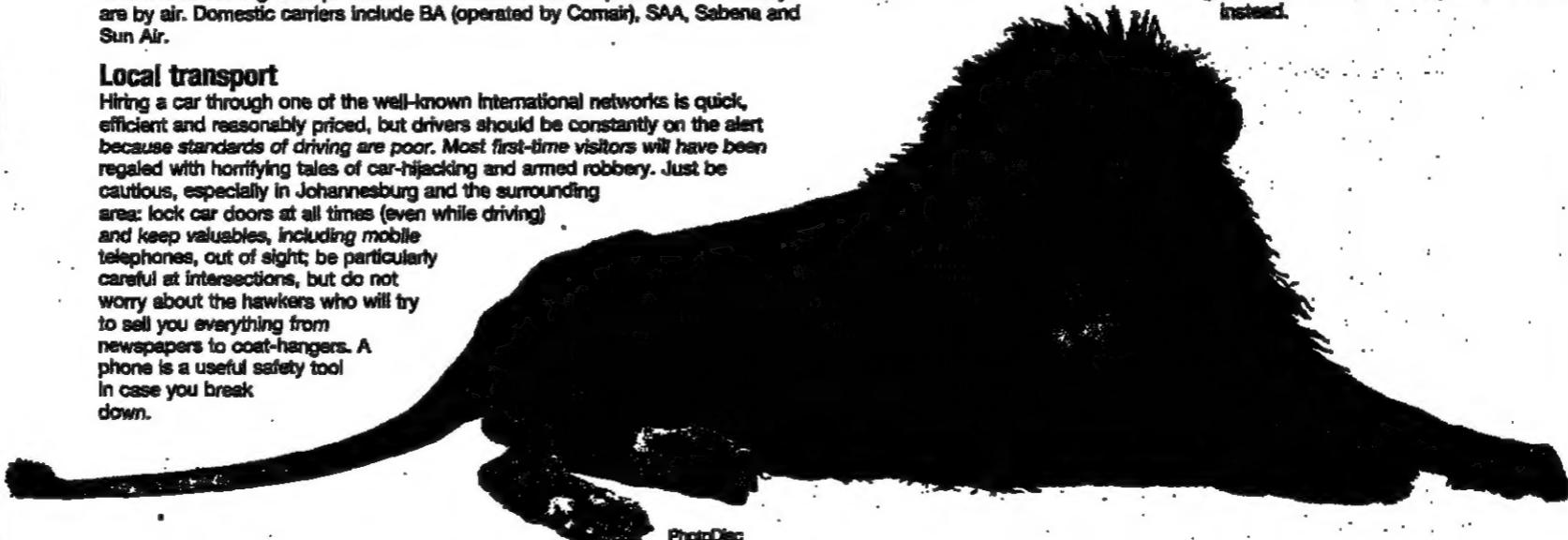
Citizens of most major industrialised countries do not need to obtain entry visas before arrival.

Airlines

South Africa is well served by the big international airlines, and there are frequent direct flights to and from London by British Airways, South African Airways and Virgin. Johannesburg is the main port of entry, with Cape Town and Durban being two of the other busiest airports. South Africa is a vast country - it is 1,450km from Johannesburg to Cape Town - and most business trips within the country are by air. Domestic carriers include BA (operated by Comair), SAA, Sabena and Sun Air.

Local transport

Hiring a car through one of the well-known international networks is quick, efficient and reasonably priced, but drivers should be constantly on the alert because standards of driving are poor. Most first-time visitors will have been regaled with horrifying tales of car-hijacking and armed robbery. Just be cautious, especially in Johannesburg and the surrounding area: lock car doors at all times (even while driving) and keep valuables, including mobile telephones, out of sight; be particularly careful at intersections, but do not worry about the hawkers who will try to sell you everything from newspapers to coat-hangers. A phone is a useful safety tool in case you break down.



PhotoDisc

NEW ZEALAND by Terry Hall

New Zealand is revitalising its once bucolic image of a country largely populated by sheep. A roll call of the world's wealthiest businessmen have booked berths for their luxury boats to watch the America's Cup yacht races in Auckland later this year, and many are expected to take side trips to luxury resorts in New Zealand and the Pacific to be among the first in the world to watch the sun rise on the new millennium.

Visas

Nationals of western Europe, the US and south-east Asia do not require visas for visits of up to three months.

Airlines

Auckland is the main gateway, but Wellington, Christchurch and the alpine resort of Queenstown in South Island, which offers everything from winter skiing and year-round bungy jumping and white water rafting, also have international airports. Air New Zealand and Ansett, plus a network of smaller airlines service tourist and other centres.

Local transport

Taxis are plentiful at airports, with a charge of around \$NZ16 to NZ\$20 to the nearest town. Shuttle buses are available at half these rates. Rental cars - motorised caravans for tourists - are a popular option. Rail buffs often choose to travel by



Jonah Lomu has played a big part in keeping the All Blacks rugby team on the world map

train and inter-island ferry... a more relaxed, if time-consuming, option and surprisingly popular with business travellers with time to spare. It can take 11 hours by train from Auckland to Wellington, compared with 50 minutes by air.

Hotels

Most international hotel chains are represented, with those in Auckland and Wellington most focused on the business traveller. Prices are reasonable, and little difficulty should be found in finding a room. However, Auckland hotels will be under intense pressure later this year when the city hosts the Apec conference and the Americas Cup.

Eating out

There has been something of a revolution, with chefs experimenting with new cuisine and menus focusing on top local wines. One of the most popular is the restaurant at Te Papa, the new national museum in Wellington.

Vineyards on the outskirts of Auckland, Wellington, Christchurch, and Queenstown, as well as the better-known grape-growing districts of Marlborough, Nelson and Hawkes Bay offer the chance to dine and enjoy award-winning wines among the vines. Immigration, from Asia, Latin America and southern Europe has led to a host of new cafes and restaurants which offer good value.

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Business Class

150

FT correspondents offer suggestions to travellers who have some spare time to explore their host country

Majesty on ice, but beware hugs

Canada's frozen north has few human inhabitants, but it is rich in beauty from the animal kingdom. **Scott Morrison** reports

The beaver may rightly be Canada's national symbol, but foreign visitors searching for the quintessential Canadian wilderness experience have shown a much greater willingness to brave chilly temperatures to see the majestic polar bear trample across the frozen tundra.

Once an experience reserved for only the most intrepid of travellers, viewing polar bears has become a booming cottage industry in several communities in Canada's far north. Last year about 10,000 people braved chilly weather to make the journey to Churchill, an outpost on the western edge of Hudson's Bay, and to Wager Bay, farther to the north.

The bears' seasonal patterns are the key determinant when choosing a viewing location. Visitors will likely spot polar bears near Wager Bay, in the Northwest Territories, during mid-summer, while the bears are a frequent sight around Churchill, Manitoba, in late autumn.

Every year during October and November some 300 bears congregate at Cape Churchill, some 25 kilometres north of town, to wait until Hudson's Bay freezes over. Once ice has formed, the bears, whose

average weight is 600kg, venture onto ice floes to hunt seals. But during a brief period of several weeks, visitors can observe the bears on shore and at close range from the safety of a "tundra buggy," a specially-designed all-terrain vehicle.

Polar bears are quite unpredictable, and potentially very dangerous, for they have no natural enemies and thus no fear. But the polar bears of Cape Churchill have become accustomed to the vehicles and do not act aggressively toward intruders, although they may move in for a close look.

One Churchill resident says some bears rear up on their hind legs to peer inside the tundra buggy's windows, putting passengers eye-to-eye with the "lords of the Arctic".

While polar bears are the highlight of any autumn stay in Churchill, visitors can also enjoy a number of other unique experiences. The Eskimo Museum boasts one of the finest collections of Inuit sculptures from the Hudson's Bay communities. Those curious to experience what it was like to get around the Canadian Arctic before snowmobiles made their debut may want to take a ride on a sled pulled

by a team of husky dogs.

Tourists in Churchill can also marvel at the Aurora Borealis, or northern lights. The bands of shimmering light glowing across the northern skies can be seen from the Tundra Domes, an indoor facility that provides comfortable views from a plexiglass seating area.

A number of tour groups organise five-day bear-watching excursions to Churchill, although individuals can make shorter and less expensive trips by booking their own transportation and accommodation. Information can be obtained through Manitoba's tourism bureau.

A typical Wager Bay excursion is longer and more expensive, simply because it is more remote and further north than Churchill. Independent travel to the region is very expensive and difficult to arrange, so guided tours are the best option.

One of the various travel groups offering package deals is Quest Nature Tours, which runs a nine-day trip to Wager Bay, a 150-km tidal inlet surrounded by rugged tundra scenery and home to the largest polar bear denning area. Organisers take guests on hikes and boat rides to seek out polar bears, bearded seals, arctic wolves,



Bears at play - best observed from close range in the safety of a "tundra buggy" PhotoDisc

caribou, peregrine falcons and loons.

Tour members stay at Sila Lodge, a rustic yet comfortable wooden lodge open during the brief summer season. The lodge is the only structure standing along Wager Bay, which was abandoned several decades ago when Inuit residents relocated to larger northern communities. The lodge is owned and operated by friendly Inuit, who extend hospitality, replete with stories about their culture and history.

The highlight of these tours are the boat trips along the southern shore of the bay, where polar bears like to spend summer. Boris Kotelewetz, one of the

lodge's owners, says it is common to spot female bears caring for their newborn cubs or hunting for seals from ice floes. Inuit guides also take guests to Boat Cove, an area rich in Inuit archaeological sites, and to see the wooden remains of a Hudson's Bay Company trading post that was abandoned in the 1950s.

While trips to Wager Bay cost as much as \$3,500, the destination offers some advantages. The region is more remote than Churchill and thus features a greater variety of wildlife. And as visitors are spirited around in boats, rather than massive tundra buggies, the experience is more genuine.

Furthermore, Wager Bay's summer season enables guests to take full advantage of the region's 24-hour sunlight.

On the other hand, the northern lights are not visible during this period and visitors might find it difficult to make time for a trip to Wager Bay.

Churchill and Wager Bay offer visitors two windows of opportunity, each with their own advantages, to see Canada's majestic "lords of the Arctic". But tourism sources say that polar bear aficionados must reserve their trip early because flights and accommodation are usually booked to capacity during peak season.

Fine for Drake, and plenty of visitors since

Victor Mallet explores the beauty and history of South Africa's Cape peninsula

There is something magnificent about standing on the Cape of Good Hope at the southern tip of Africa with the wind trying to tug your hair out by the roots. Facing south from these high cliffs you know that nothing lies between you and the Antarctic except the cold and stormy south Atlantic ocean. You might even see a whale in the waves below.

A magnificent image, but wrong on two counts. First, you are not at the southernmost point of the continent; that honour belongs to the rather low, featureless promontory of Cape Agulhas about 160km to the south-east. The second problem is that you are probably not at the Cape of Good Hope, but at the steeper and more impressive Cape Point where the lighthouse is.

Do not despair. For natural beauty and historical interest, the Cape peninsula - and particularly the nature reserve at the tip - is probably South Africa's most rewarding tourist destination for those seeking something other than a safari to look at lions and elephants. Cape Town and the adjoining peninsula are an easy weekend trip - a two-hour flight each way - for business visitors to Johannesburg.

This Cape may not be the most southerly in Africa, but it is certainly the corner, the dramatic turning point that the Portuguese explorers Bartolomeu Dias (there is a monument to him in the reserve) and Vasco da Gama were hunting for when they were hunting for the sea route from Europe to India in the 15th century.

Dias, thinking of the weather, called it the Cape of Storms, and it was his public relations-minded backer, King João II of Portugal, who imposed the name Good Hope. Nearly a century later, Francis Drake immortalised the beauty of the place, calling it "a most stately thing, and the fairest cape we saw in the whole circumference of the earth".

Cape Town, overshadowed by Table Mountain, and the Cape itself are surely the most memorable places in South Africa, not just because of their craggy landscapes and many shipwrecks but also because it was here that the country's troubled and racially-divided modern era began.

It was in Cape Town that Jan van Riebeeck arrived in 1652 to establish a staging post for the Dutch East India

Company, that Cecil Rhodes dreamed of the expansion of the British empire (there is a statue of him near the city centre, pointing north, bearing the inscription "Your hinterland is there"), and that the National party used its parliamentary majority to establish apartheid with a series of racial laws after 1948.

Today, however, Cape Town is as racially mixed as anywhere in the country.

Visitors with only a day or two to spare should hire a car and visit the peninsula in a loop, going down one side and returning the other. Driving from Cape Town towards the False Bay side to the east you pass the magnificent Kirstenbosch botanical gardens on the slopes of Table Mountain before reaching the coast.

A winding seaside road then takes you past the quaint English atmosphere of St James, the old-fashioned fishing harbour of Kalk Bay (where seals swim among the wooden boats), the naval base at Simon's Town, and to Boulders, a beach where tourists share the sand and surf with hundreds of apparently fearless Jackass penguins.

The return route to Cape Town via the cliff-top Chapman's Peak Drive is particularly spectacular at sunset, and takes you past Hout Bay, Camps Bay and to the French Riviera-style coastal residences of Clifton on the edge of the city.

From either Boulders or Hout Bay it is a short drive to the nature reserve and the two Capes. At the height of the tourist season in the southern hemisphere summer - from December to February - the car park at Cape Point is likely to be crowded with coaches and cars. But before you reach it there are several side roads leading to beaches and walks a few hundred metres on foot and you will find yourself alone with seals, ravens and orange-breasted sunbirds in a windswept landscape of rocks, bushes and wild flowers.

You can, furthermore, get to stand on the Cape of Good Hope after all. There is a path from the main car park that takes you across the cliffs to the real thing - lower than Cape Point, but just as beautiful. On a good day, you can see dolphins surfing in the ocean swell below. And you can look out over the sea and say to yourself that you are at one of the world's most important corners.

Hunters wear pride on their labels

Gwen Robinson and Peter Montagnon take a day out to sample the pleasures of Australia's oldest wine-growing region

For those who envisage rolling green hills, picturesque chateaux and rustic hamlets when they think of wine-tasting tours, a brief excursion to the Hunter Valley, Australia's oldest wine-growing region, can be as much of an eye opener as a palate-pleaser.

The approach to Pokolbin, the wine-growing heart of "the Hunter", as locals call it, is lined with eucalyptus or gum trees and native bushland. In the background are the craggy Brokenback mountains. You might expect a kangaroo. The region's towns and settlements - with names including Kurri Kurri, Wollombi, Abernethy and Branxton - reflect a fascinating blend of colonial convict past, the local coal mining economy, and native Australian traditions.

The diversity of influences - and visitor profiles - can also be seen in the local

architecture, from the banal to the elegant. A graceful 19th-century town hall or quaint antique shop might nestle next to a slick supermarket or gaudy motel. This diversity extends to accommodation choices. From the towns, with their broad main streets, to discreet settlements well off the beaten track, visitors can choose from Aussie-style country pubs with wide balconies to charming boutique hotels, sprawling five-star resorts, budget motels, and self-contained villas.

If wine is not your priority, there are also destinations beyond wine country, such as the mountain retreat of Barrington Tops or nearby coastal areas. The wine enthusiast, however, is advised to stay within the main Hunter wine region. If you do not want to drive, you can join a day-tour around the numerous estates for cellar-door

tastings and end the day with a game of golf and a fine meal at one of the many top quality restaurants. Visitors with other interests, meanwhile, can go bushwalking, horse riding, ballooning or foraging for antiques in the area's many small shops.

Tourism has developed into a massive industry in the Hunter, drawing an estimated 3.5m visitors a year. Christopher Brown, president of the Hunter Valley Vineyard Association, says the "touristy" image is both an advantage and a disadvantage: serious winemakers prefer visitors who are serious about wine.

The region's popularity with local and foreign visitors dates back to its proximity to Sydney - just a two-hour drive away. "But remember, it is also one of the main wine-producing areas, and our estates, with cellar-door tastings and sales, are serious businesses," says Mr Brown.

In the 1960s and 1970s, Hunter Valley produce was at the cutting edge of Aus-

tralia's nascent wine industry. Today, the Hunter is the old lady of a booming export industry: still fiercely proud of its traditions, but acutely aware of the rise of younger competitors, including the Margaret River region in Western Australia, South Australia's new wine regions, and the Mudgee and Cowra areas in central New South Wales.

Hunter winemakers express pride at being an integral part of an outstanding Australian success story, but sound a little defensive about charges that the region has been seduced by tourism.

Lately, however, the Hunter has seen a new breed of young winemakers with fresh enthusiasm and great ideas, says Hoon Hoque, a prominent Australian wine critic. "Some of them augment their range with wine from other regions, but they are primarily Hunter winemakers intent on proving it is still a great wine region," he says. "Australian wines are very much flavour of the month - there's no doubt,

we are giving the French a nudge... and the Hunter Valley can boast some unique styles," says Patrick Auld, of Southport Wines. Some small winemakers, such as the Scarborough family at Scarborough Wines in Pokolbin, devote themselves to doing what they know they do best. The Scarboroughs produce high-quality chardonnay, and began exporting just a few years ago. Their output, about 10,000 cases a year, can barely meet demand. Like many Hunter winemakers, they run a small, quality restaurant and a cellar door operation at their winery.

In keeping with the Hunter's "good living" image, many of its restaurants are highly rated. Some of these, including Cellar Restaurant at McGuigan Hunter Village and Blandford Restaurant, operate in conjunction with cellar door operations. Other recommendations, including Ches Pok, The Hermitage, Mulligan's Brasserie, Pipette and Robert's, are at hotels and guest houses.

The Hunter region is an

easy drive from Sydney. Car rentals cost from A\$60 a day. But whether it's France or Australia, mixing drinking and driving can pose problems - particularly in Australia, where drink-drive laws are strict. One option is an organised day tour or overnight package, offered by many companies at costs ranging from A\$60 for transport only to comprehensive programmes with luxury accommodation, wine tastings and gourmet dining. An alternative is to hire your own car and driver for a comfortable day trip costing around A\$500.

For the business traveller, Cypress Lakes Resort and Kirkton Park Country House offer sports facilities, quality restaurants and conference facilities. For a more intimate atmosphere, Pepper's Guest House, The Convent and The Carriages are period-style guest houses. There is also a wide choice of hotels, motels and B&Bs.

More information: Wine Country Visitor Information, tel (+61 2) 4990-4477; email, info@winecountry.com.au

DUTY FREE by Roger Bray

It may be goodbye perk, hello confusion

Campaigners are still attempting to at least delay abolition of cheap shopping for travellers within the EU

A relatively cheap bottle of single malt whisky may seem a scant reward for suffering crowded airports and flight delays and, as a tax concession, there is no logical defence for it. But when Robin Cook, the UK foreign secretary, suggested British voters were probably more exercised about the threatened abolition of duty-free than about the whole vexed question of the single European currency, he had a point.

Sales of duty- and tax-free goods in Europe are now worth \$4.5bn a year. The revenue they produce helps to hold down air and ferry fares, and the business employs more than 140,000 people. Amsterdam's Schiphol airport alone expects to lose \$100m in revenues in 2000, 40 per cent of all its income from duty- and tax-free sales, and warns it may have to shed up to 400 jobs.

The likely impact on fares is less clear cut. A recent Mori survey of UK business travellers on behalf of Carlson Wagonlit, the business travel agency chain, found that those who believed they would increase within Europe and those who felt abolition would have no effect were evenly split at 41 per cent for each camp.

If abolition goes ahead, the

short-term effect will depend on the health of economies and strength of demand for travel - but ferry companies say fares will have to rise. Passengers in the Baltic could be among those hardest hit, and companies operating routes between Britain and mainland Europe say they will have to earn around 20 per cent more from ticket prices to compensate.

The effect on scheduled airlines may be less dramatic but will depend largely on the response of airport managers.

These were not the only reasons why the recent agreement by EU ministers to review their long-standing plan to banish such sales from next July was greeted with widespread acclamation, however. Campaigners bent on reversing the decision say much more time is needed to work out how duty and taxes will be applied to sales on aircraft and ferries.

The London-based Duty-Free Confederation, which is dedicated to delaying or killing off - the threatened ban, rejects the thesis that national exchequers are losing revenues by allowing affluent international travellers to avoid tax on alcoholic drink and other goods.

Barry Goddard, the organisation's secretary-general, points to an estimate that

only about 20 per cent of all the money spent on EU duty- and tax-free purchases would have been spent on equivalent goods in retail shops.

But the reality is that the impact of abolition on tax revenues would be broadly neutral. In the UK, for example, it is reckoned the Treasury comes out around £11m ahead while duty-free survives - but that is small change in tax terms, and the margin for error is too narrow to be reliable.

The case against reverting duty-free is that it makes little sense to perpetuate a tax break for those who cannot. It is weakened by the continued reluctance of EU members to harmonise taxes. Even after abolition, consumers would still be able to avoid tax in their own countries by purchasing goods at lower tariffs in other countries.

A significant number of UK business travellers clearly accept this argument. The Mori survey found 5 per cent "strongly support" abolition and a further 7 per cent "two" to support it. That compared with 29 per cent and 14 per cent respectively in favour of retention.

Casual followers of events may be confused, for news bulletins frequently omit to



Cheap drinks are a big attraction on ferries AP

point out that the axe is poised only over duty- and tax-free sales to passengers travelling between EU countries. But if they are subsequently sold in another country's waters or airspace they are subject to that country's tax - and the operator has to reclaim the amount paid at the point of loading.

But the amount of duty payable will be that imposed by the country in whose airspace or waters the goods are sold. Theoretically, therefore, total prices could change four times during a return ferry crossing between the UK and France - and any number of times on a long-haul flight across several EU countries.

At their recent Vienna summit, EU heads of government asked the Commission to come up with a new proposal by the end of March which could allow sufficient time to devise workable alternatives. Noting that Britain has suggested a five-year stay of execution so that workable alternatives can be put in place, Mr Goddard says: "We need at least three years."

The European Commission has ruled that all goods will be subject to value added tax



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It's pure Scandinavian

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FT correspondents hear some more tips, yarns and warnings from two men who spend much of their lives travelling the world

There are times when it's best to say 'no'

Sarah Murray meets an IT consultant who is well versed in the art of avoiding trouble on his worldwide treks

As someone who often finds himself in countries on the US State Department's "no-go" list, David Drinkard, was only a little perturbed when, on a trip to Nigeria, a loud knock sounded on the door of his Lagos hotel room. "I looked through the peep-hole and all I saw was shoulders," he says. "This was a big guy... if he'd wanted to, he could have easily knocked down the door."

Despite the man's claim that he was a driver, ready to take him to the airport, Mr Drinkard left his door firmly locked. He was, after all, in a country beset by violent crime where both locals and foreigners have been known to disappear without trace. And he had not booked a driver.

He told the man he had the wrong room and explained that he would call hotel security to check the

room number. "The guy left and I never heard anything again," he says.

Mr Drinkard - an IT consultant who carries out sales and technical training all over the world - is on the ball as far as security goes. Often obliged to travel in the more hazardous parts of South America and Africa, he is rarely deterred by bleak reports about danger hot-spots. "Business still goes on in these places, despite their reputations," he says.

While incidents cannot always be avoided, there are ways of reducing the chances of them happening. "The biggest security risk for a lot of people is when they're in a hurry," he says. "If you're in a rush there's a greater likelihood you will have to pay a bribe. It's all about taking your time and not being flustered. Being calm is the best way to

handle difficult situations."

Having a local business partner can help. "When I went to Lagos the rules were explained to me very carefully by my local partner," he says. "He told me never to leave the airport with anyone unless they present a card from the company."

Another rule - one of Mr Drinkard's own - is to have letters of invitation, details of his local contacts and embassy phone numbers either memorised or in a jacket pocket, so if luggage goes missing or no one turns up to meet him at the airport he can get hold of his local partners.

"Again, common sense prevails. Having names and phone numbers with you at all times is important, and don't have more money on you than you can afford to lose."

For someone who has lived out of a suitcase for several years, maintaining health is important. "It's one aspect of overseas travel you really must address if you're

going outside Europe and North America," Mr Drinkard says.

He is certainly not neglecting his duties in this respect. "My doctor in the US looked at my immunisation card and said I was better inoculated than most servicemen," he says. "I only have to hear the names of the diseases and I want the doctor to jab me at once." He cites Vietnam as an example. "Japanese encephalitis, spinal meningitis, polio, typhoid - these names don't sound good."

Describing himself as a "walking pharmacy", Mr Drinkard explains that as well keeping inoculations up to date and travelling with a supply of emergency medicines, he takes a number of other precautions. "I always drink bottled water. In some countries they fake the seal on the cap, so I'm always careful about that. I don't put ice in any drinks and I'd rather have a cola or a beer than a soft drink in a dirty glass.



Help that is appreciated: David Drinkard finds his way around Hanoi with some directions from the local police

Sarah Murray

The best way to stay healthy is to stay clean."

But while Mr Drinkard can be a cautious traveller, he throws some of this caution to the wind when it comes to getting to know the country in which he's doing business. A gregarious nature, a desire to learn about the world and bags of energy means he immerses himself into the local culture wherever he goes.

Football is one way he does this. "When I went to a

Boca Juniors match in Buenos Aires, the locals I was training couldn't believe it," he says. "I mean, if Boca Juniors played in New York they'd be playing in the Bronx so no one wanted to come with me. I was quite an oddity among my seat mates. But it was brilliant - no scoreboards, no music, no cheerleaders. It was pure football."

"I left when Boca Juniors lost, in case the crowd blamed the gringo. But when

the next day I told my trainees I'd been to the match, they thought I was the greatest."

It is these kind of experiences that sustain Mr Drinkard through a gruelling schedule which takes him to some 18 countries or more a year. "For me, business travel is a chance to learn and that's why I do it," he says. "And if I look on a place as if I'm living there - even if it's only for a couple of weeks - I

don't miss as many things from home."

But if football matches help keep him globe-trotting, so do a couple of items which, along with a Swiss Army knife, tablets and syringes, he deems essential. "I always travel with my cigar cutter, a personal CD player and a few CDs. Many a rough day has been gotten through with some good music, a Cuban cigar and a glass of whisky consumed on a hotel balcony."



Martin Sexton: 'A very privileged life'

David Ahmed

I get thrills without all those frills

Gillian Upton catches up with a busy globetrotter who finds time to relax on trips to some of his favourite cities

The one thing Martin Sexton does not complain about is travelling. "I love it," he says. "It's a very privileged life. I'm a geography graduate, and I haven't got it out of my system."

Mr Sexton's schedule takes him once or twice a week from the UK into continental Europe and once a month to the US in his role as vice-president corporate communications for Unisys, the US-based information technology-based solutions company.

He is currently travelling more than usual as a member of the nine-strong task-force managing a company repositioning and rebranding exercise. Trips to company headquarters in Philadelphia, and also to New York, are now more commonplace. And not for him the luxury of a business class seat; all his travel is at the back of the aircraft.

British Airways is his preferred airline to Philadelphia because of its direct service... but in using BA he is being allowed to break with company policy. Unisys, he says, believes the airline's prices are not competitive.

Within the US he flies with United, which he likes for its seat-back TV in Boeing 767s and good legroom. Within Europe he flies British Midland when possible.

Mr Sexton follows a strict routine on long-haul flights, and this may help him escape the horrors of jetlag. He eschews alcoholic drinks and food, changes his watch to local time as soon as he boards the aircraft, and spends his time catching up on reading or writing reports.

"I turn up at check-in at the last minute, take only carry-on luggage, and work," he says. "On the way back I've got it down to a fine art. I get stuck into a window seat in economy class, put on some eyeshades, pull the blanket around my neck and usually manage to wake up when we're about to descend into London."

"The [extra] space in business class is a big 'con' trick," says Mr Sexton. "Once you're asleep you don't need space." But he does admit that he's lucky in being able to sleep easily at 30,000ft.

Company travel policy dictates choice of hotels. Mr Sexton's continental European trips are for meetings with staff, local press, country managers and reviews of advertising agencies, so hotels are chosen for proximity to local Unisys offices.

He is pragmatic about staying in hotels: "They're somewhere to put your head down. Regular travellers don't get taken in by all the frills."

Mr Sexton's real enthusiasm for travel is the cities he is able to visit. In Europe his favourite city is Vienna. "It's the most wonderful city," he says. "It has everything: a good climate with distinct seasons, cold and crisp in winter and warm and sunny in summer. And it's the centre of Europe so you can drive to a ski resort at the weekend or to Prague, Budapest, Salzburg or Warsaw. I'm deeply in love with the city."

When travelling he keeps in touch with his office by mobile phone. "Laptop PCs are too heavy to carry," he says. He keeps expenses down by working out of Unisys offices rather than using hotel business centres or telephones. Despite these efforts, however, the downside to life on the road for him is returning to the office. "Then you face the real mail, having dealt with only e-mail while you're away."

Mr Sexton feels his travelling life would be improved immeasurably, if airlines could tackle the problem of long waits for luggage. He would also like to see more airlines introduce a full-fare economy class cabin section so he did not have to sit next to backpackers. Virgin Atlantic has been operating a special cabin for full-fare economy class passengers for six years. Called Premium Economy, it offers free drinks, extra legroom and free newspapers and magazines.

"I don't plan ahead beyond a couple of weeks so I can't get Apex fares, but if I've paid full fare economy then I should be treated differently, perhaps with a little bit of extra legroom," he says.

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